Mission

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IUPUC is a leading resource in South Central Indiana for the university-based education of its citizens through excellence in teaching, scholarship, creative activity, and service which together yield competent and motivated graduates.

Reflecting the hopes and dreams of the community it serves, IUPUC aspires to be...

- distinguished as a destination university of choice for students seeking professional degrees or education in liberal arts and science, known for graduating students who are uniquely well-prepared for successful careers in the regional and global economies,
- recognized as an institution of focused academic inquiry guided by an outstanding faculty and staff who create a world-class intellectual, creative, and scholastic experience in a small campus environment, and
- known internationally as a uniquely creative, cost-effective, and nimble collaborator in the delivery of high-quality education solutions aligned with the needs of the learners, employers, and communities in South Central Indiana and beyond.

Strategic Priorities

IUPUC, a Public University serving South Central Indiana, delivers higher education through selected degree programs and the advancement of knowledge aligned with regional and global needs.

IUPUC accomplishes this through close collaboration with other regional primary, secondary and post-secondary educational enterprises and in partnership with key regional sources of economic opportunity.

The University will pursue the following strategic priorities:

1. Regional and Global Impact – The University will meet the global workforce needs of regional industry with the right programs at the right times.

2. Academic & Scholastic Achievement – The University will attract and retain faculty members who are motivated by our Mission and Strategic Plan and who will deliver academic programs of regional distinction and global quality with high student success rates. The University will attract and retain students who are prepared and who seek a best-in-class small University experience.

3. Welcoming Campus – The University, as a place of higher learning, will possess a sense of campus community that welcomes the personal and intellectual growth of its students, faculty, and staff by demanding critical thinking and creative expression, cross-disciplinary collaboration, civic engagement, student-directed leadership, and creative development activities.
4. Collaboration and Service - The University will serve cultural, intellectual and economic development in the region through collaboration and innovation.

**Goals and Objectives**

01. Develop and implement an IUPUC Strategic Plan.

1.1. Develop and implement an IUPUC Strategic Plan.

  **Campus Planning Theme:**
  **Secondary Goals:**
  **Sub Unit:**
  **Time Frame:**

**Actions taken for 2009-2010:**

Initial planning for IUPUC’s Strategic Plan began early in the 2009-2010 academic year with input from internal and external sources. Feedback received indicated focusing on the following areas:

- IUPUC should become a destination small university known for its niche programs (Aspiration)
- IUPUC should make a larger contribution to regional economic development (Market Focus)
- IUPUC must improve assurance of learning (Assessment)
- IUPUC must evolve its marketing and enrollment capabilities (Diversity & Efficiency)
- Collaboration & Service

Following the identification of areas of focus, four strategic planning goals were identified:

- **Goal I: Regional and Global Impact.** Meet the global workforce needs of regional industry with the right programs at the right times
  - New programs in Business, Engineering, Arts/Design, Psychology
  - Programs for international students
  - Student housing
- **Goal II: Academic and Scholaristic Achievement.** Attract and retain faculty, students and staff who embrace IUPUC’s Mission and Strategic Plan
  - Regional and niche global students who seek a best-in-class small university experience
  - Faculty who can deliver both specialized and general university learning
  - Staff who know how to operate a small university of 3,000 students
- **Goal III: Welcoming Campus.** Enable a sense of campus community that welcomes personal growth, intellectual growth and sustains creative expression
  - Hispanics in higher education initiative
Evidence of Progress for 2009-2010:

These goals became the basis of IUPUC's Strategic Priorities statement. The initial draft of the strategic plan was shared both internally and externally in March 2010. Broad feedback was gathered, and the final document is expected to be completed by the end of the 2009-2010 academic year.

The IUPUC 2010 Strategic Plan reflects the voices of our regional community leaders, students, faculty, and staff. This is the first time IUPUC has defined with a Strategic Plan its future direction as a young, small regional institution with strong determination to serve the citizens of South Central Indiana and beyond. Our supporters actively share their expertise, resources, and most importantly their aspirations and expectations for IUPUC.

The IUPUC family is committed to meeting the expectations of our served communities and to excel in areas that will address regional and global market needs through excellence in teaching, scholarship, and service. We are deeply grateful to our community leaders and the citizenry of South Central Indiana for their commitment and support of IUPUC.

Activities planned for 2010-2011:

Begin implementation of IUPUC's strategic plan.

02. Increase the number of academic programs offered by the campus.

2.1. Establish and maintain 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

**Timeline:** Ongoing

Actions taken for 2009-2010:

Articulation agreements are in place to offer joint degree programs in the following Indiana University and Purdue University Schools at IUPUI: engineering, general studies, informatics, labor studies, music, liberal arts, nursing, public and environmental affairs, science, and tourism, conventions, and event management.

A total of 45 Bachelor of Science or Arts degree programs are now available at IUPUC, including the joint programs with IUPUI. In addition, students may complete pre-requisite coursework at IUPUC for seven IUPUI programs in the Health Professions Programs and eight Pre-Professional Programs. A separate application and acceptance are required to enter
Discussions began in 2010 to offer a B.Sc. in Mechanical Engineering at IUPUC.

The list of programs in which students can apply for admission is available at: http://www.iupuc.edu/DegreePrograms/.

Evidence of Progress for 2009-2010:

Articulation agreements with IU and Purdue Schools at IUPUI have increased substantially.

A search will be conducted in 2010-2011 to recruit a tenure-track faculty to build our new Mechanical Engineering degree program.

Activities planned for 2010-2011:

Courses included in the new Mechanical Engineering degree program will begin in Fall 2011.

We will continue to seek opportunities for articulation.

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

3.1. Develop a more effective student recruitment strategy.

Campus Planning Theme: Teaching and Learning, Best Practices, Campus Climate for Diversity, Civic Engagement, Collaboration
Secondary Goals:
Sub Unit:
Time Frame: Ongoing

Actions taken for 2009-2010:

Established the Small University Strategic Goal: Move total enrollment to target for a small university by increasing applications, admissions, and registrations.

- Conduct a search and screen to recruit an Admissions Counselor, a newly created full-time staff position in the Office of Admissions.
- Hire a part-time assistant for daily office management and communication to prospective students.
- Continuing Projects:
  - Increase contact with diverse populations and military personnel.
Evidence of Progress for 2009-2010:

As stated in the strategic plan, to move total enrollment to target for a small university, the Office of Admissions performed an analysis of improvement strategies to enhance both admissions and recruitment practices toward the overall objectives of better work flow and increased enrollment.

Following a successful search and screen during 2009-2010, a full-time Admissions Counselor was hired in September 2010. Main responsibilities include educating students and parents about IUPUC and the admissions process, attracting diverse populations to IUPUC, facilitating international recruitment by reviewing and processing applications, and building relationships with businesses in our service region, thereby promoting the campus.

The Office of Admissions increased contact with diverse populations in the region as well as making strides with military personnel. They began to determine how to identify and target Ivy Tech-Columbus students who would be good candidates for transferring to IUPUC. Refinement of the communications procedure was made along with implementation of a prospect database.

Activities planned for 2010-2011:

- Adhere to new recruitment strategies as planned by the Enrollment Management team, to be unfolded in December 2010.
- Expand recruitment of prospective student groups: middle school, high school, regional, diverse, international, 21st Century Scholars, and provide marketing and staff resources.
- Maintain and grow the Passport transfer program from Ivy Tech Community College-Columbus to IUPUC.
3.2. 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 2009-2010:**

- A new scholarship, IUPUC Connection Scholarship, was established in Fall 2010 for incoming freshmen in the top 25% of their graduating class with SAT score of 1000 or ACT score of 21.
- Increase student awareness of financial aid and scholarships as well as increase student scholarships in number and amounts awarded.
- Gain additional access from IUPUI to import financial aid work through OnBase.
- Hire an additional part-time staff member.

[http://www.iupuc.edu/scholarships/](http://www.iupuc.edu/scholarships/)

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**Evidence of Progress for 2009-2010:**

The following scholarships were identified in 2009-2010 and will be awarded in the 2010-2011 academic year:

- **IUPUC High School Counselor Recognition Scholarship**
  - $2,000 annually for four years
  - Deadline: March 1
  - Incoming freshman who have a minimum cumulative GPA of 3.0/4.0 may qualify. Recipients must be nominated by their school counselor. For renewal, student must be full-time at IUPUC, maintain minimum 2.5 cumulative GPA, and volunteer at one campus event per academic year.

- **IUPUC PASSPORT Scholarship**
  - A $1,500 renewable scholarship is now available to students who transfer to IUPUC within one year of completing an associate’s degree from Ivy Tech, based on available funds. The non-competitive scholarship is automatically offered upon admittance to IUPUC. Recipients must have a minimum cumulative 3.3 GPA confirmed by an Ivy Tech transcript. Scholarships are renewable (for up to four semesters) with a GPA of at least 3.0 and continuous, full-time enrollment in a campus-based
- Mentor Scholarship
  - This scholarship will be offered in conjunction with the Sophomore Mentor Program. Details for the scholarship will be announced at a later date.

In addition, existing awards were increased:

- Academic Excellence Scholarship was increased from $2,500 to $3,000 per academic year.
- Dean of the Faculties Scholarship was increased from $2,000 to $2,500 per academic year.
- First Generation Scholarship was increased from $1,250 to $2,000 per academic year.
- Continuing Student Scholarship was increased from $400 to $500 per academic year will begin in 2010-2011.
- Valedictorian/Salutatorian Scholarship was increased from $5,000 to $6,000 per academic year and will begin in 2011-2012.

Scanning directly into OnBase will begin early in the 2010-2011 academic year. This will streamline the financial aid process at IUPUC. Our staff will gain access to additional screens in OneStart that will enable them to directly adjust our students’ financial aid accounts which will save a lot of time, both for our staff and our students, and make the process more efficient.

One hourly staff member was hired to provide additional assistance in the Office of Financial Aid and Scholarships.

**Activities planned for 2010-2011:**

New scholarships identified in 2009-2010 will begin effective with the 2011-2012 academic year:

- GED Scholarship
  - $2,000 annually for four years
  - Deadline: March 1 admission
  - Students who achieve an average standard score of 650/65 or higher on the GED Test and are unconditionally admitted to IUPUC may be eligible to receive this scholarship. Renewable with maintenance of a minimum 3.0 GPA and full-time enrollment.
IUPUC Service Scholarship
- $2,000 annually for four years
- Deadline: March 1 admission
- Incoming freshmen who have a minimum cumulative GPA of 3.25/4.0 (or 550 Math score only for international students from non-English speaking countries) may qualify. Recipients must volunteer 20 hours of service at IUPUC events annually. For renewal, student must be full-time, maintain minimum 3.0 cumulative GPA, and volunteer 20 hours per academic year.

In addition, several new scholarships were identified in 2009-2010 and are scheduled to be available effective in the 2012-2013 academic year:

- IUPUC Assist Scholarship
  - $1,000 Award
  - Deadline: June 1
  - This scholarship was created to assist single, custodial parents at IUPUC pursuing their first undergraduate degree to help them meet educational goals by providing assistance with educational expenses. This scholarship is financial need-based, although academic progress and potential are considered as well. Students must have applied for financial aid and must have financial need as determined by the FAFSA and the Office of Financial Aid and Scholarships. Applicants must be U.S. citizens and/or permanent residents who are also Indiana residents. To be eligible, applicants must have completed at least 9 credit hours at IUPUC with a minimum 2.75 GPA within the last year.

- IUPUC Outstanding Adult Scholarship
  - $1,000 Award
  - Deadline: June 1
  - This scholarship is for a motivated adult (30+) returning student with a minimum of 12 IUPUC credit hours and a minimum GPA of 3.3 in all courses since returning to school. This student will be working toward his/her first undergraduate degree to be eligible for this scholarship. Priority will be merit and financial need.

- IUPUC Non-Traditional Scholarship
  - $1,500 annually for four years
  - Deadline: June 1
  - Students who have never attended a college or university and who graduated from high school at least three years before enrolling at IUPUC may be eligible for this scholarship. To be considered for renewal, students must attend full-time and maintain at least a 3.0 GPA.

- IUPUC Dependent Scholarship
  - $1,000 Award
  - Deadline: June 1
  - Students who are dependent students or are required to submit their parent’s information on the Free Application for Federal Student Aid (FAFSA) but are financially independent and are working toward their first undergraduate degree may be eligible for this scholarship. Scholarships will be awarded based on unmet need and financial aid awarded. Students will be required to submit supporting documentation such as apartment lease (in student’s name) with application.
Other activities for 2010-2011 included establishment of a Facebook page, working on e-mail notifications to students, and presenting the second annual Financial Literacy Seminar. This event is co-hosted with Ivy Tech-Columbus.

☐ 3.3. Develop more effective communications, promotional materials, including success stories and student placement information.

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

**Secondary Goals:**

**Sub Unit:**

**Time Frame:** Ongoing

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**Actions taken for 2009-2010:**

- **Established the Small University Strategic Goal:** Academic and administrative unit alignment with IUPUC Strategic Plan - Vice Chancellor and Dean Communications Plan
  
  - ![supportLists][align=left] Sponsor Division/Department Head retreat to focus on University, Department, and Division Strategic Plans
  
  - ![supportLists][align=left] Quarterly meetings with Division/Department Heads to discuss progress on action items.

- **Established Campus Capability Strategic Goal:**
  
  - Establish marketing and communications to support IUPUC brand

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In collaboration with the entire campus and community, we want to build pride and celebrate the 40th anniversary of IUPUC. One major project is a comprehensive magazine, detailing the history of IUPUC. We plan to continue improving our communication with other campus departments to better understand each other’s needs. We also hope to expand our marketing efforts to international students. The Office of Communications and Marketing will continue to collect testimonials, taking care to sample a range of people to reflect a variety of voices. With increased Web communications between IUPUC and our students, we hope to gain attendance at and involvement with campus events.

Continue to develop internal and external communications efforts for IUPUC, based on distinct audiences with critical mass. An area of exploration and development includes social media (e.g., Facebook), which will be facilitated by the formation and hiring of a Campus Life Team. The group will be comprised of IUPUC students who are interested and experienced in networking online and organizing activities based on student feedback.

A comprehensive overhaul of brochures for most divisions and departments began. In conjunction with the Student
Veterans Association, we will develop a plan and supporting marketing materials to recruit potential students active in or retired from the military.

Begin planning stages to create an IUPUC intranet, including an asset management system for the Communications and Marketing area.

Distribute t-shirts at sporting and other events to high schools in our service region.

Continue to document and promote campus activities by taking thousands of photographs, using internal resources and external vendors, and paying particular attention to capturing the diversity that exists at IUPUC.

Evidence of Progress for 2009-2010:

The Vice Chancellor and Dean sponsored a Division/Department Head retreat to focus on University, Department, and Division Strategic Plans in March 2010. Quarterly meetings were scheduled with Division/Department Heads to discuss progress on action items.

Our 40th Anniversary magazine was completed with delivery of 50,000 pieces scheduled throughout our region in the summer and fall of 2010. In addition, a year-long series of ads in local media was initiated to build awareness of our 40th Anniversary and campus offerings/achievements in general.

The evolution of the new IUPUC Web site in 2010, based on faculty and staff needs and user feedback

Our increased Web communications between IUPUC and our students have substantially increased attendance at and involvement with campus events.

Students continued to lead our efforts to communicate with fellow students and external audiences through Facebook, Twitter, and YouTube.

Activities planned for 2010-2011:
Continued focus on University, Department, and Division Strategic Plans.

Continued awareness of IUPUC’s impact over the last 40 years through advertisements, press releases, and community events. These include a 40th Anniversary Community Celebration and a Circle of Leadership Awards event, in addition to regular advertisements and press releases in local media.

Planning for the creation of an IUPUC intranet continues and will be further addressed in 2010-2011.

An IUPUC “blimp” will be purchased to be used to attract attention at various campus events and utilized as a prop for various community events such as parades.

Promote advertising and partnership opportunities on campus, with the ultimate goals of improving services to our students and generating a modest revenue stream to support our marketing and student life activities.

Continue the research and development involved in creating a nickname and mascot for IUPUC, building upon some ad hoc work done over the last few years.

3.4. 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

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**Actions taken for 2009-2010:**

Enrollments of high school students in the higher percentiles of their graduating class increased again this year at IUPUC primarily because of the changes we made during the last two years:

- expansion of degree programs and faculty
- development of marketing messages directed to those students in the higher percentiles
- increased student life
- more personal admissions support
Evidence of Progress for 2009-2010:

Persistence to Second Year by Cohort Status:

<table>
<thead>
<tr>
<th></th>
<th>Began</th>
<th>Retained</th>
<th>Retention Rate</th>
<th>Previous Cohort</th>
</tr>
</thead>
<tbody>
<tr>
<td>Beginner</td>
<td>320</td>
<td>185</td>
<td>57.8%</td>
<td>51.3%</td>
</tr>
<tr>
<td>Transfer</td>
<td>113</td>
<td>62</td>
<td>54.9%</td>
<td>57.5%</td>
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<tr>
<td>Overall</td>
<td>433</td>
<td>247</td>
<td>57.0%</td>
<td>55.7%</td>
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Full-Time Beginners Only:

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<tr>
<th></th>
<th>Began</th>
<th>Retained</th>
<th>Retention Rate</th>
<th>Previous Cohort</th>
</tr>
</thead>
<tbody>
<tr>
<td>Beginner</td>
<td>284</td>
<td>169</td>
<td>59.5%</td>
<td>54.1%</td>
</tr>
<tr>
<td>% of Beginners</td>
<td>88.8%</td>
<td>91.4%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>% of Overall</td>
<td>65.6%</td>
<td>68.4%</td>
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Retention rates by selected characteristics (full-time beginners):

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<tr>
<th></th>
<th>Began</th>
<th>Retained</th>
<th>Retention Rate</th>
<th>Previous Cohort</th>
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</thead>
<tbody>
<tr>
<td><strong>By Intended Degree</strong></td>
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<tr>
<td>Bachelor’s</td>
<td>266</td>
<td>158</td>
<td>59.4%</td>
<td>53.5%</td>
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<tr>
<td>Other</td>
<td>18</td>
<td>11</td>
<td>61.1%</td>
<td>64.3%</td>
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<td><strong>By Ethnicity</strong></td>
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<tr>
<td>African American</td>
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<td>**</td>
<td>n/a</td>
<td>n/a</td>
</tr>
<tr>
<td>Hispanic</td>
<td>**</td>
<td>**</td>
<td>60.0%</td>
<td>50.0%</td>
</tr>
<tr>
<td>Other</td>
<td>277</td>
<td>164</td>
<td>59.2%</td>
<td>54.1%</td>
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<td><strong>By Sex</strong></td>
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<tr>
<td>Male</td>
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<tr>
<td>Female</td>
<td>167</td>
<td>99</td>
<td>59.3%</td>
<td>58.4%</td>
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<td>Resident</td>
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<td><strong>By First Semester GPA</strong></td>
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<td>9</td>
<td>11.5%</td>
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<td><strong>By Age at Time of Entry</strong></td>
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<td>Undergraduate Retention Report, Persistence to Second Year – 2009 Cohort, Vol. 20, No. 1</td>
<td>University Instructional Research and Reporting</td>
<td></td>
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Activities planned for 2010-2011:

The Office of Admissions continues to build and refine infrastructure that supports higher performing students by reaching out to parents with messages about the opportunities at IUPUC; targeting high schools with lower rates of college attendance; visiting high schools to give away merit-based scholarships in awards ceremonies; encouraging high school counselors to give their "Pursuit of Excellence" scholarships to students of their choice who meet the high academic criteria; and continuing our communication efforts to re-position IUPUC in the eyes of middle school-high school juniors based on real changes in the way IUPUC operates.

3.5. 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 2009-2010:

The following online courses were available at IUPUC in 2009-2010 that were developed and taught by IUPUC faculty:
Fall 2009 courses: 309 students were enrolled in online courses in EDUC-W 301, ENG-W 131, ENG-W 132, GEOL-G 110, PSY-B 104, PSY-B 310, PSY-B 388, and SOC-R 100.

Spring 2010 courses: 369 students were enrolled in online courses in EDUC-W 401, ENG-W 132, GEOL-G 110, PSY-B 104 PSY-B 310, PSY-B 388, REL-R 173 and SOC-R 100.

Nursing online classes:

Fall 2009: 12 courses with a total of 271 students
Spring 2010: 12 courses with a total of 283 students

In addition, 234 students enrolled in 23 off-campus courses held in Seymour and Greensburg, Indiana:

Fall 2009: 13 courses
  - Seymour: 6 courses with a total of 76 students
  - Greensburg: 7 courses with a total of 72 students

Spring 2010: 10 courses
  - Seymour: 6 courses with a total of 53 students
  - Greensburg: 4 courses with total of 33 students

Evidence of Progress for 2009-2010:

The evidence of progress is demonstrated by the increase in students enrolled in and completing online/distance education courses developed and taught by IUPUC faculty.

2009-2010: 678 students, 16 online/distance education courses, plus 554 nursing students in 24 courses
2008-2009: 529 students, 16 online/distance education courses
2007-2008: 433 students, 10 online/distance education courses

Activities planned for 2010-2011:

The faculty are working to utilize creative pedagogies that will lend themselves readily to the development of additional online and hybrid courses.
4. Enhance undergraduate student learning and success.

4.1. 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 2009-2010:

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Established The Student Experience Strategic Goal:

- ![supportLists] Ensure student learning in all programs and improve academic support services
- ![supportLists] Establish the IUPUC Office of Student Research to add more structure to student creative and scholarly projects
- ![supportLists] Strengthen academic advising for students

- ![supportLists] Restructure curriculum of the UCOL-U 110, First Year Seminar, to improve the perception of the course and the success rate of students enrolled in the course. (This includes changes to the role of the student academic mentor in UCOL-U 110.)
- ![supportLists] First-year Advisee Cohort Study: Gather and analyze data for first-year students admitted for Fall 2009 and who were advised by UCOL advisors in order to better understand how certain characteristics (HS GPA, SAT scores, admission status, etc.) impact or correlate with first- and second-semester college GPA at IUPUC.
- ![supportLists] Review and make recommendations for additional stipulations for previously dismissed students who are returning to the university through the reinstatement process.
- ![supportLists] Develop a student scholarship using the fee paid by students who apply for reinstatement to the university.

- ![supportLists] 26 Credit-Hour Initiative (Carryover from 2008-2009) The 26-Credit Hour Initiative was developed during Spring 2009, with implementation occurring Fall 2009. This initiative is a means of helping students to choose a major and move into their chosen program division in a timely manner. A key factor to retention and on-time graduation is for students to choose an academic major early in their career. The 26-credit hour initiative identifies those students who are at or above 26 credit hours and whose academic major is listed as “undecided” in university records. This intrusive advising approach requires these undecided students to meet with an academic advisor and/or the career advisor prior to the next semester of enrollment. Students must show that they have either chosen a major or have a plan in place to explore and select a major before their next academic semester.

- ![supportLists] Pre-Advising Worksheet (Carryover from 2008-2009) The “Pre-Advising Worksheet” (PAW) was developed during Spring 2009 with full implementation in Fall 2009. Completion of the PAW is required of all students prior to meeting with their UCOL academic advisor. The purpose of this initiative is to help students to take more ownership in developing their academic career, to become better planners in general, and to open the advising appointment to topics other than just selecting days and times of classes.

- ![supportLists] Restructure the curriculum of UCOL-U 110, First-Year Seminar course, to improve the perception of the course and the success rate of students enrolled in the course. (This includes changes to the role of the student academic mentor in UCOL-U 110.)
Evidence of Progress for 2009-2010:

- The UCOL U-110 Curriculum, including the role of the mentor, was revised for Fall 2009. Eighty-six percent of the students who completed the end of semester course evaluation responded “excellent” or “good” to the question, “How helpful was this course in preparing you for life as an IUPUC student?” This was a 4% increase over those who completed the evaluation in Fall 2008. Based on prior feedback from students and mentors, we improved the role of the UCOL-U110 mentor as well. New responsibilities included leading icebreakers almost every class period, running meetings on time management and GPA calculation with students outside of class, and tracking Connect to Campus activities. Feedback showed that an increase of 50.2% in students’ comfort with their mentor, and 35.7% increase in feeling like their mentor made them feel engaged.

- First-year Student Cohort Study data collection occurred throughout the 2009-2010 academic year, with analysis and a written report produced Summer 2010. Findings of particular significance include the correlation between a student’s high school preparedness and academic success as well as the impact on success for students who are admitted and oriented to the university within a month or less of the start of fall semester. Findings of the report have been or will be shared with a number of appropriate campus committees. Data will continue to be collected and analyzed for the Fall 2010 cohort for comparison purposes.

- Additional stipulations for students who are academically reinstated were proposed by University College to faculty members of the Reinstatement Committee in Fall 2009. These changes included requiring reinstated students to receive no grade lower than a “C” (2.0) in any course while on reinstated status and requiring reinstated students to meet a minimum of two times during the semester with their academic advisor. The recommendations were approved and are in effect beginning with students reinstated to UCOL Spring 2010 semester and beyond.

- A scholarship for students who have been dismissed and then readmitted to University College has been created utilizing the fee required of students who apply for reinstatement. Scholarship criteria was established and approved by the Reinstatement Committee during Fall 2009. A recipient was chosen during Spring 2010 for Fall 2010 enrollment. Scholarship recipients will continue to be tracked to monitor the student’s retention.

- Beginning Fall 2009, all UCOL students were requested to complete a PAW prior to a schedule planning appointment with their UCOL advisor. Of the 221 students advised by UCOL advisors in preparation for Spring 2010 registration, 62 students fully completed the PAW prior to their advising appointment (28%); 46 attempted to complete the PAW (21%), and 113 did not complete the PAW (51%). About half of the students (108 or 49%) attempted or fully completed the PAW and the other half (113 or 51%) did not. Students who did not complete a PAW required a longer advising appointment and resulted in the fewest of meaningful discussions (59% versus 89% for attempted and 100% for fully completed PAWs). Based upon this report, it was determined that there is enough data to support the continued use of the PAW. This initiative is to become “standard business practice” for University College.

- The 26 credit-hour initiative was implemented in Fall 2009. However, reliable tracking of data for this initiative did not occur. A data collection system has now been defined and is in place. Data for those students who are identified for this initiative for Fall 2010 and after will be collected.
Activities planned for 2010-2011:

In collaboration with IUPUC faculty, establish a chapter of the Alpha Lambda Delta National Honor Society at IUPUC.

Develop a University College Student Award to recognize the academic and/or leadership achievements of one or more division students at the annual IUPUC Spring Honors Convocation.

Launch online job and internship posting system for IUPUC students and alumni to connect with potential employers.

26 Credit-Hour Initiative (Carryover from 2008-2009)

Pre-Advising Worksheet (PAW) (Carryover from 2008-2009)

4.2. Enhance undergraduate student learning and success through improved student academic services.

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

**Secondary Goals:**

**Sub Unit:** Divisions

**Time Frame:** Ongoing

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Actions taken for 2009-2010:

**Established The Student Experience Strategic Goal:** Ensure student learning in all programs and improve academic support services

- <!--[if !supportLists]--> Create Academic Advising Reports (AAR) for the Nursing BSN program and Division of Business.
- <!--[if !supportLists]--> Work with Division Heads to review past scheduling of classes and determine an optimal plan for Summer and Fall 2011.
- <!--[if !supportLists]--> Review and develop Student Affairs processes and procedures. Some information is currently available in campus publications.
- <!--[if !supportLists]--> Initiate new counseling assistance for students with Centerstone through the Solutions organization. Student usage will be monitored to determine services for 2010/2011.
- <!--[if !supportLists]--> Increase and improve data collection and analysis.
- <!--[if !supportLists]--> Increase customer services for veterans and improved recordkeeping and reporting.

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**Evidence of Progress for 2009-2010:**

- Academic Advising Report for the Nursing BSN program is ready for testing. Testing cannot take place until Spring 2011 when students are enrolled in the new program.
- Work began on the Academic Advising Report for the Division of Business. Anticipated completion date is December 2011.
- Supervision of the newly created position of Student Life Coordinator was moved from the Office of Development and External Affairs to the Office of the Registrar.
Plans began to develop communications that will assist faculty and staff in understanding the workings of the Office of the Registrar.

Increased customer services for veterans and improved record keeping and reporting.

Reorganized the Early Warning system. Changed the schedule for soliciting the Early Warning information and revised the letter sent to students on the behalf of the faculty. Continue to gather statistical information on the number processed and categories of concerns.

Revised the Registration Guide and updated appropriate information.

Began utilizing the services of the National Student Clearinghouse in regards to enrollment and degree verifications.

Activities planned for 2010-2011:

Create a more effective schedule of classes.

Continue work on Academic Advising Reports to include Education and General Studies.

Expand services for students and Registrar staff through additional implementation of the National Student Clearinghouse.

Work with faculty and administration to determine what processes are currently appropriate for our campus, such as mid-term grades, a different way to manage Early Warning, etc., and work toward taking appropriate actions and making changes.

Continue to work on improving the scheduling of classes. Meetings are scheduled with each Division before each new semester to determine that the courses and times offered work for their degree programs and meet the schedule needs of their students.

Review services for VA recipients and expand as appropriate.

In Spring 2011, communications will be distributed to assist faculty and staff in understanding the workings of the Office of the Registrar.

Continue to review and develop Student Affairs processes and procedures.

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

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

Secondary Goals:

Sub Unit: Administration

Time Frame: Ongoing

Actions taken for 2009-2010:

Academic divisions began to align their strategic plans to reflect IUPUC's future goals.

Current degree programs at IUPUC include:

- Bachelor of Science in Business
- Bachelor of Science/Bachelor of Arts in Psychology
- Bachelor of Science in Education
- Bachelor of Science in Nursing
- Bachelor of Science in General Studies
The following new degree programs are under development:

- Master of Arts in Counseling Psychology
- Bachelor of Science in Mechanical Engineering
- Bachelor of Arts in English
- Exploration of possibilities in Art and Design and a science degree that would provide hybrid and online delivery of select courses.

Evidence of Progress for 2009-2010:

Established Program Development Strategic Goal: Expand IUPUC programs in ways that address regional interest.

Established Quality of Learning Programs Strategic Goal: Insure quality of programs through external validation and/or accreditation.

Activities planned for 2010-2011:

Program Development:

- Offer complete BSN program
- Initiate undergraduate degree program in Mechanical Engineering
- Develop graduate program in Counseling Psychology
- Revamp graduate program in Business
- Update plan for off-campus programs

Quality of Learning Programs:

- Obtain program re-accreditation (or program approval) from the following:
  - National Council for Accreditation of Teacher Education (NCATE)
  - Commission on Collegiate Nursing Education (CCNE)
  - Start self-assessment in preparation for Higher Learning Commission (HLC) re-accreditation
- Clinical and product partnerships

4.4. 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 2009-2010:

Established Small University Strategic Goal: Move enrollment to target for a small university by improving retention.

Priority was again given to efforts to improve retention and graduation rates during 2009-2010. The Retention and Graduation Taskforce continued to meet to discuss our advising practices, peer reviews of teaching for new adjunct faculty, reviewing W/D/F rates by course, and providing support for students and for first-time, part-time faculty who are struggling. They also focused on determining recruitment strategies necessary to grow student enrollment during 2009-2010. This included targeting new markets as well as degree mapping, advising, degree audits, financial aid and scholarships, and marketing IUPUC effectively.

Retention: Information for the 2009 Federal cohort indicates beginners were retained 57.8% from fall to fall as compared to 51.3% for the 2008 cohort. Retention of transfer students decreased from 67.5% in 2008 to 54.9% in 2009. Overall, students in the 2009 cohort were retained 57.0% from fall to fall as compared to 55.7% for the 2008 cohort. Student fee income increased from 2008 to 2010 by 17.5%; actual fee income in 2008 and 2010 was $7,376,826 and $8,666,757, respectively. http://www.iu.edu/~uirr/index.shtml

Evidence of Progress for 2009-2010:

Six-Year Graduation Rate: The 2003 cohort of first-time, full-time beginners was 22.5%, a decrease of 3.5% from the 2002 cohort. Overall, graduation rates for the past five years indicate a low of 20.1% and a high of 25.9%. http://www.iupuc.edu/vice chancellor/files/GraduationRates.pdf.

Enrollment: Student credit hours increased by 6.1% in Fall 2009, but decreased -3% in Spring 2010 compared to same periods last year. Student headcount increased by 6.5% in the fall semester and .3% in the spring semester. Credit hours have risen 29.9% since the fall semester of 2004, marking almost six consecutive years of steady growth for IUPUC.

Enrollment link: http://imir.iupui.edu/picx/reports/render.aspx/4/ COLC/8
Credit hour link: http://imir.iupui.edu/picx/reports/render.aspx/5/ COLC/2

Retention of first-year beginners:  Overall retention:

- 2009-2010 – 59.5% (+5.4%)
- 2008-2009 – 54.1% (+6.7%)
- 2007-2008 – 47.4% (-8.6%)
- 2006-2007 – 56%
- 2009-2010 – 57% (+1.3%)
- 2008-09 – 55.7% (+4.1%)
- 2007-08 – 51.6% (-5.9%)
- 2006-07 – 57.5%

Activities planned for 2010-2011:

Work is ongoing to develop assessment tools that will better measure retention. We expect retention to increase substantially as we are able add more degree programs that can be completed entirely at IUPUC.

As described in 6.1, the “26-Credit Hour Initiative” was implemented at IUPUC in Fall 2009. It was designed to help students choose a major and move into their chosen program division in a timely manner. Since a key factor to retention and on-time graduation is for students to choose an academic major early in their career, it is our hope this new initiative will help to increase our retention rates during future years. A data collection system has been defined and will be implemented during the 2010-2011 academic year.

05. Create an Office of Student Life with enhanced opportunities for students, including a space for student learning and relaxation.

5.1. Create an Office of Student Life with enhanced opportunities for students, including a space for student learning and relaxation.

**Campus Planning Theme:** Research, Scholarship and Creative Activity, Best Practices, Campus Climate for Diversity, Collaboration

**Secondary Goals:**

**Sub Unit:**

**Time Frame:**

Actions taken for 2009-2010:

Create an Office of Student Life with a full-time coordinator.

- Promote a welcoming campus that thrives on diversity of faculty, staff, students, academic programs and experiences
- Support athletic, cultural and recreational opportunities on campus
- Improve health awareness on campus
- Maintain safety awareness on campus

Student Council will work with IUPUC administration and collaborate with Purdue College of Technology, Ivy Tech, and
the Community Education Coalition to transform space in the Learning Center.

Student Council will work with IUPUC Administration to update classrooms in the CC building.

Create a student newspaper.

Create activities in which faculty, staff, and students can participate.

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Evidence of Progress for 2009-2010:

Established Student Life Strategic Goals:

- Promote a Welcoming Campus that thrives on diversity of faculty, staff, students, academic programs and experiences.
- Support athletic, cultural, and recreational opportunities on campus.

http://www.iupuc.edu/campuslife/

The IUPUC Office of Student Life, with a full-time staff coordinator, was created in January 2010.

Student Life has grown tremendously in the past year.

- Student clubs and organizations have increased.
- Intramural participation is increasing rapidly.

A multi-purpose area named “Room to Breathe” was created. It provides space for students to meet in small groups, study, and relax.

IUPUC students created the first-ever student-led newspaper, The Voice. It is a monthly publication produced by students for students. It is distributed in both the CC building and the Learning Center. It is also utilized by Admissions as a recruitment tool and admissions communication once admitted. The Voice continues to serve our student population well by providing an additional source of communication to the student body from students.

Events are recurring, creating first-ever traditions at IUPUC.

Changes are rapidly occurring based on student leadership and partnerships with IUPUC Administration.

IUPUC intramurals were established in the winter of 2009.

Student Council partnered with the Domestic Violence Action Team (DVAT), an entity of Healthy Communities, to sponsor the first-ever Walk a Mile in Her Shoes event. The event raised money and awareness for domestic violence. Students, faculty, and staff participated in groups of four in a relay race. All participants, both male and female, were required to wear high heels. Following the race on campus, all participants walked along Central Avenue from campus to the intersection of Central Avenue and Rockyford Road to increase community awareness and make a subtle statement.
Activities planned for 2010-2011:

- Student Life is planning a first-ever flag football game involving faculty, staff, students, and alumni. The purpose of the event is to promote a welcoming campus. Together, we all can strengthen the campus community through engagement opportunities.
- The 2nd Annual Walk a Mile in Her Shoes event is planned for April 21, 2011.
- Student Life is planning a first-ever IUPUC Dance Marathon. The Dance Marathon is a rich IU tradition, raising money for Riley Hospital for Children. The event is planned for Fall 2011. This is an effort led by Student Council.
- Expand intramural offerings beyond basketball and volleyball by offering soccer and flag football.

5.2. Create a Bridge Program for First-Time, Full-Time (FTFT) students transitioning from high school to college.

**Campus Planning Theme:** Teaching and Learning, Research, Scholarship and Creative Activity, Best Practices, Campus Climate for Diversity, Civic Engagement, Collaboration

**Secondary Goals:**

**Sub Unit:**

**Time Frame:**

Actions taken for 2009-2010:

**Established Student Life Strategic Goal:** Promote a Welcoming Campus that thrives on diversity of faculty, staff, students, academic programs and experiences.

The IUPUC Pilot Bridge Program was held in August 2010. It was designed as a two-week academic enrichment program to accommodate up to 60 conditionally admitted first-time, full-time (FTFT) freshmen entering IUPUC for the Fall 2010 semester. Thirty participants attended the pilot program, and another thirty randomly selected students who were eligible but did not attend served as the control group. The program was modeled from the successful efforts of the IUPUI University College Bridge Program and its purpose was to increase retention by providing activities to help students understand and use technology, IUPUC resources, study tips, connecting to campus, and opportunities to meet faculty, staff, mentors, and their peers. The sessions were held three hours per day for a total of ten days. The main outcomes will be Fall 2010 grades and retention of the students into the Spring 2011 semester.

Evidence of Progress for 2009-2010:

Preliminary results show that compared with the start of the Bridge Program, by the end of the program students who participated:
• Knew zero faculty and staff when they began and an average of six when they completed the program.
• Made at least one friend at IUPUC.
• Significantly increased their confidence in doing college-level work.
• Significantly increased their sense that they are a part of IUPUC.

Activities planned for 2010-2011:

Measurement of the pilot program will occur during the 2010-2011 academic year. The main outcomes will be fall semester grades and retention of the students into the spring semester. The measurements will occur in December 2010 and January 2010, respectively. Long-term outcomes such as first-year grades, and ultimately graduation, will be assessed.

5.3. Create a Student Assistance Program (SAP) to address behavioral health service needs for students.

Campus Planning Theme: Best Practices, Campus Climate for Diversity, Civic Engagement, Collaboration
Secondary Goals:
Sub Unit:
Time Frame:

Actions taken for 2009-2010:

Explore possibilities in Columbus for providing local counseling assistance for IUPUC students.

Evidence of Progress for 2009-2010:

Established Student Life Strategic Goal: Improve health awareness on campus

A new counseling assistance program at Centerstone through the Solutions organization was established in Columbus for IUPUC students.

Activities planned for 2010-2011:

Student usage will be monitored to determine the need for services in future years.

06. Build a welcoming campus environment.
6.1. Create a Welcoming Campus.

**Campus Planning Theme:** Civic Engagement, Collaboration

**Secondary Goals:**

**Sub Unit:**

**Time Frame:** Ongoing

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**Actions taken for 2009-2010:**

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**Established Welcoming Campus Strategic Goal:** The University, as a place of higher learning, will possess a sense of campus community that welcomes the personal and intellectual growth of its students, faculty, and staff by demanding critical thinking and creative expression, cross-disciplinary collaboration, civic engagement, student-directed leadership, and creative development activities.

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**Evidence of Progress for 2009-2010:**

The first phase of the Reeves Sculpture Plaza project was completed in early Summer 2010.

The existing entry sign to campus was updated for the first time in approximately 20 years.

The parking signage on campus was updated. The overall number of signs was reduced to improve campus aesthetics without sacrificing the effectiveness of external wayfinding.

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**Activities planned for 2010-2011:**

Plans were created for an outdoor space to replace the former smoking gazebo. A sculpture by a former faculty member will punctuate an area that includes a fish pond, waterfall, and boulders. A brick-stamped walkway will lead to several benches inviting the campus community to enjoy the peaceful setting.

In the Columbus Learning Center, additional signage plans were approved to identify IUPUC and the other occupants more clearly. Form and function were considered to achieve a heightened sense of awareness for visitors and campus pride for students, faculty, and staff.
A series of displays to recognize donors to IUPUC were added to the plans for a new “front door” to campus. The exhibits not only will pay tribute to contributors, they will enhance the appearance of the entry to IUPUC.

Details of the new welcome desk were finalized and materials were ordered.

A wayfinding study was conducted for the interior of the main Campus Center building. Using employee input and vendor expertise, plans were created to install directional signs that meet university and campus standards – including ADA compliance – and that serve our visitors well.

We will undertake the design of a new, long-term, and signature entry to campus that will replace the updated sign on Central Avenue.

Comprehensive architectural and financial plans will be completed to address the need for a distinct external main entrance to campus.

6.2. Create a diverse campus environment

**Campus Planning Theme:** Teaching and Learning, Research, Scholarship and Creative Activity, Best Practices, Campus Climate for Diversity, Civic Engagement, Collaboration

**Secondary Goals:**

**Sub Unit:**

**Time Frame:** Ongoing

**Actions taken for 2009-2010:**

**IUPUC Diversity Vision**

We envision a campus community dedicated to pluralism and equity where respect for and appreciation of diversity is integral to achievement of excellence. We strive for an environment that promotes free inquiry and is enriched by the empowerment of all voices. We commit, through teaching and learning, to identify and to respond to the economic, social, and cultural challenges affecting the quality of life in our region and the world.

- Increase contact and recruit a diverse student population.
- Establish diverse student clubs at IUPUC.
- Participate in the Ethnic Expo parade.
- Alternative Spring Break Project (service learning project).
- Development of a diversity area on the IUPUC Web site.
A diversity page was established on the IUPUC Web site:
http://www.iupuc.edu/Diversity/.

- A search conducted to recruit an Admissions Counselor resulted in a hire in September 2010. This person will be responsible for attracting diverse populations to IUPUC and facilitating international recruitment by reviewing and processing international applications. In addition, he will build relationships with businesses in our service region and promote the campus.
- Several new diverse student clubs were created in 2009-2010 at IUPUC:
  - LOVE (Latino Organization for Volunteers in Education)
  - IUPUC Gay Straight Alliance (GSA)
  - Student Veteran’s Organization
- Two presentations were given at the campus in February 2010 in observance of Black History Month:
  - “Carriers of African American Heritage” IUPUC Adjunct Lecturers Mohammed Ansari and Barney Quick discussed the significance of voodoo and blues to African American culture, detailing why the blues artist and voodoo doctor/priest are considered carriers of African American heritage.
  - "The Life and Times of Harriet Tubman" This living history presentation was jointly hosted by IUPUC, The Center for Teaching and Learning, and Columbus Area Multi-Ethnic Organization. Paulette Roberts provide the reenactment. Tubman was an African-American abolitionist, humanitarian, and Union spy during the American Civil War. She escaped slavery, and in 13 missions helped rescue more than 70 slaves using safe houses known as the Underground Railroad.
- African American history panels, designed and produced to show a timeline display of African American accomplishments and contributions in the areas of Business, Education, Politics and Science were displayed in the Learning Center in March 2010.
- Our Communications and Marketing staff continued to take thousands of photographs in order to document and promote campus activities, using internal resources and external vendors. They have paid particular attention to capturing the diversity that exists at IUPUC.

Activities planned for 2010-2011:

- A recruiting strategy for diverse student populations will be established.
- Two new initiatives will be introduced:
  - Martin Luther King Celebration
  - Diversity Award to recognize and honor demonstrated commitment and outstanding efforts toward creating a diverse and inclusive community. IUPUC will recognize one internal and one external community initiative annually.

6.3. Create a Healthy Campus by improving health awareness at the campus.

Campus Planning Theme: Best Practices, Campus Climate for Diversity, Civic Engagement, Collaboration
Secondary Goals:
Sub Unit:
Time Frame: Ongoing
IUPUC representatives attended the Healthy Lifestyles Summit in April 2010 sponsored by the Healthy Communities Initiative of Bartholomew County.

Evidence of Progress for 2009-2010:

- The IUPUC Healthy Campus Committee was established in Spring 2010.
- Healthy Meeting Guidelines were distributed to all faculty and staff at the Fall Convocation.
- Changes have been made in the campus Café and vending machines around the campus in an effort to stock and serve healthier food options.
- The Healthy Campus Committee continues to meet on a monthly basis.

Activities planned for 2010-2011:

- Apply for the Reach Healthy Business Worksite Wellness Recognition Program sponsored by Healthy Communities, SIHO Insurance Services, and The Columbus Area Chamber of Commerce. The purpose of the program is to recognize and support employers in the community who are making a commitment to improving the health of their employees.
- Investigate the possibility of offering physical education courses for credit on campus that could be used as electives, including courses such as fitness, tennis, aerobics, and walking.
- Participate in the Holiday Hustle Walking Challenge, November 1-January 2 and again in Spring 2011.
- Participate in Bartholomew County on the Move worksite program. This program runs from January 12 through April 7, 2011, and is a Healthy Lifestyle Team Competition that features suggestions for healthy eating, exercise guidelines, and monthly weigh-ins.
- Establish a connection between the Healthy Campus Committee and nursing students to help with future healthy initiatives.
- Provide faculty, staff, and students with ideas for quick, healthy meals, including ideas for packing brown bag lunches.
- Continue to encourage faculty, staff, and students who smoke to participate in ongoing “Quit Now Indiana” contests.
- Create events that include faculty, staff, and students, i.e., flag football and other games.
- Include wellness presentations at the end of Staff Council meetings several times each year beginning in August 2010.

6.4. Renovate the building interior.

Campus Planning Theme: Best Practices

Secondary Goals:
Sub Unit:
Time Frame: Ongoing

Actions taken for 2009-2010:

Established Physical Facilities Strategic Goal: Upgrade physical facilities following a campus master plan

Several building renovations, made possible by external gifts and IUPUI, were completed in the CC building.

- New entry sign to campus was updated for the first time in approximately 20 years.
- The front entry project was initiated to create a welcoming campus environment for all.
- HVAC installation in Café, CC 126, and CC 130; HVAC repairs on rooftop units
- Repair rooftop air handlers
- Second floor bench seating was renovated.
- A mace was built for campus events.
- Installation of fish pond, benches, and a sculpture designed and created by a former faculty member
- Repair leaks on exterior of the building
- New exterior benches and trash cans
- Parking lot banners were installed.
- Plans began for renovation of the tennis court and installation of basketball court.
- Planning began for new Facility Services building.
- Board of Directors wall display with lighting was completed.

Evidence of Progress for 2009-2010:

These projects are evidence of our ongoing plans to create a welcoming, comfortable environment for our faculty, staff, and students. In particular, the new campus entry sign correctly reflects IUPUC’s name for the first time since our official name change in the early nineties.

Activities planned for 2010-2011:
• –[if !supportLists]--> Repaint, repair walls, and repair floors in all CC classrooms.
• –[if !supportLists]--> Installation of new HVAC in CC 126, CC 130, classrooms on the second floor, and all west wing offices
• –[if !supportLists]--> Finish repair of HVAC rooftop units
• –[if !supportLists]--> Install new boiler in RC building
• –[if !supportLists]--> Remodel bathrooms on second floor
• –[if !supportLists]--> Complete landscaping of Reeves Sculpture Project
• –[if !supportLists]--> Plan and remodel first floor of CC building when Purdue College of Technology faculty are relocated to the new Advanced Manufacturing Center of Excellence building.
• –[if !supportLists]--> Rebuild ceilings of second floor labs
• –[if !supportLists]--> Remodel mailroom

6.5 Create an internal customer service initiative to ensure quality service.

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

**Secondary Goals:**

**Sub Unit:**

**Time Frame:** Ongoing

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**Actions taken for 2009-2010:**

No specific activities were planned in 2009-2010.

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**Evidence of Progress for 2009-2010:**

**Established Service to Students, Faculty and Staff Strategic Goal:** Provide development opportunities for staff and administrative services.

**Initiated Staff Employee of the Month Recognition:** The Employee of the Month recognition was established in January 2010 to show appreciation for the dedication and effectiveness of staff employees nominated by their respective Division Head or Director.

**Staff External Awards and Recognitions:**

• –[if !supportLists]--> Susie Blizard, Director of Admissions, was elected president of the Indiana Association of Collegiate Registrars and Admissions Officers (IACRAO). [http://www.input.edu/~iacrco/](http://www.input.edu/~iacrco/)
• –[if !supportLists]--> Bill Fields, Director of Information Technology and Coordinator of Safety and Security, earned Certified Information Systems Security Professional (CISSP) certification demonstrating competence in ten domains. [www.isc2.org/cissp](http://www.isc2.org/cissp)
• –[if !supportLists]--> Darrin Sorrells, Ph.D., Director of the Columbus Center for Teaching and Learning (CTL), was named a member of the Peer Review Corps as a consultant evaluator for the Higher Learning Commission of the North Central Association of Colleges and Schools. Dr. Sorrells also served as a peer reviewer
Activities planned for 2010-2011:

Enhance customer service focus in all academic support and administrative areas as established in the strategic plan.

A wall display will be created to honor the recipients of the Employee of the Month awards.

07. Maintain appropriate faculty groups and governance.

7.1. IUPUC Faculty Senate and Faculty Governance

**Campus Planning Theme:** Teaching and Learning, Research, Scholarship and Creative Activity, Best Practices, Campus Climate for Diversity, Civic Engagement, Collaboration

**Secondary Goals:**
Sub Unit: Faculty Senate

**Time Frame:**

Actions taken for 2009-2010:

IUPUC Faculty Senate: [http://www.iupuc.edu/facultysenate/](http://www.iupuc.edu/facultysenate/).

IUPUC Faculty Senate Constitution and Bylaws were amended in 2009. The revised documents are available at: [http://www.iupuc.edu/facultysenate/](http://www.iupuc.edu/facultysenate/).

The IUPUC Faculty Senate is the governing body for the faculty of Indiana University-Purdue University Columbus. Each Division within IUPUC elects two Senators who represent their division at the Senate meetings. The Senate also includes two members representing the adjunct faculty as well as two additional Senators elected from the entire faculty.

The Senate has standing committees that are chaired by faculty members who may or may not be Senators. The standing committees of the Senate include Academic Affairs, Constitution and Bylaws, Budgetary and Resources Policy, Faculty Affairs, Nominations, and Student Affairs. To view the purpose and agenda priorities for each committee, see [http://www.iupuc.edu/facultysenate/standingcommitteesandboards/](http://www.iupuc.edu/facultysenate/standingcommitteesandboards/).

Actions taken for 2009-2010
Academic Affairs Committee

- The proposed Program Growth Plan for the Division of Education was unanimously endorsed. As outlined in the plan, several new courses, certification programs, and degree programs, including master's degrees, will be created.
- The Master of Arts in Counseling Psychology Degree Program Proposal from the Division of Science was formally endorsed. The proposal will be submitted to the IU Board of Trustees and the Indiana Commission of Higher Education for approval.
- Fall Break policy was established at IUPUC.

Faculty Affairs Committee

- IUPUC Faculty Awards Protocol was amended in 2010. The revised document is available in the Budgetary and Resources Policy Committee section at http://www.iupuc.edu/facultysenate/standingcommitteesandboards.
- The course evaluation process was evaluated and a new process was recommended.

Constitution and Bylaws

- Proposed revisions of the Constitution and Bylaws document
  - Addition of an ex-officio member on the Academic Affairs Committee and membership of the Student Affairs Committee.
  - Terms to name Promotion and Tenure: Board vs. Committee. The committee will make changes to Unit Promotion and Tenure Board to reference university faculty "Boards are to be replaced with "Committees."
  - The committee also decided that Campus Promotion and Tenure Board, Primary Promotion and Tenure Boards, and Unit Promotion and Tenure Committee membership, terms, and duties and responsibilities need to be re-defined and re-written by the related board/committee and/or faculty senate members.

Student Affairs Committee

- Develop better interface between faculty and staff and improving communications between Student Council and Purdue College of Technology.
- Mental health counseling for students.
- Safety on campus, particularly when students become ill during class.
- Improving the content and availability of the student planner.
- Support of student research since UROP grants were eliminated. Survey students to gauge interest in implementing a Student Research Day at IUPUC.

Evidence of Progress for 2009-2010:
IUPUC Fall Break Policy

The IUPUC Faculty Senate approved a proposal for an October Fall Break, effective Fall 2010. The break will occur on a consecutive Monday and Tuesday in mid-October following the first eight weeks of the term and prior to the second eight weeks of the term. The fall semester will start two days earlier in August. The proposed Fall Break will be considered "non-instruction days" for staff similar to Spring Break; staff wishing to take this time off would use their accrued time for the absence.

Course Evaluations

Several vendors were invited to the campus to present their systems to faculty in Spring 2010. Equipment and training will be purchased from Scantron, Inc. The new Scantron system will be used for a set of pilot courses in Fall 2010. Beginning in spring 2011, all courses will be evaluated using the Scantron system.

Faculty Awards Process

IUPUC Faculty Awards Protocol was revised in 2009-2010, and the revised protocols were an improvement over earlier versions, but a number of items still need to be addressed during 2010-2011. Policy oversight for faculty awards was transferred from the BRPC to Faculty Affairs in 2009-2010.

Budgetary and Resources Policy Committee (BRPC)

New copy machines were acquired and installed on both floors of the CC building. On-site mental health service was referred to IUPUC Administration and the Executive Committee for resolution.

Constitution and Bylaws

The Constitution and Bylaws document was amended as follows:

- Membership of the Academic Affairs Committee was amended to consist of one faculty member nominated from each IUPUC academic division and a representative from University College appointed by the Vice Chancellor and Dean who shall serve ex-officio without vote.
- Membership of the Student Affairs Committee was amended to consist of four faculty members nominated from IUPUC academic divisions, one PCOT faculty member, two student members elected by the student governing unit of IUPUC, and an administrative representative appointed by the Vice Chancellor and Dean who shall serve ex-officio without vote. The chair of the committee shall have the option of requesting the Vice Chancellor and Dean to appoint the student members if the student governing unit fails to elect members by the second meeting of the Executive Committee. The chair of the committee shall be elected annually by the Senate from the faculty members of the committee.

Student Affairs Committee
A representative from Purdue College of Technology (PCOT), two Student Council representatives, and an ex-officio administration member regularly attended meetings in 2009-2010. This provided a better interface between faculty and staff and improved communications.

The committee’s concerns regarding student illness were addressed by the Safety Committee’s recommendation to purchase a radio system for the campus. Telephones were also installed in campus hallways for better access.

The number of student planners produced was increased so all students could request one if desired.

Students were surveyed to gauge interest in implementing a Student Research Day. Due to the great response, a Student Research Day will be established at IUPUC in 2010-2011. In addition, the Vice Chancellor and Dean committed $10,000 to support student research.

Students receiving external awards and recognitions:

- Tonja A.G. Couch was presented the 2009 Governor’s Award for Tomorrow’s Leaders by Governor Mitch Daniels and the Indiana Humanities Council. Couch was one of 12 young leaders to receive the award.
- Japheth Phelps served as an intern for the Indiana House of Representatives from January-March 2010.
- Emilie Richart was named a 2010 recipient of the Charles and Jo Ann Linsmith Scholarship from the Indiana University Alumni Association. The $2,000 scholarship was given to only four Indiana University students. Selection is based on outstanding character, financial need, and academic achievement.

IUPUC Faculty Grievance Board (New)

The Faculty Grievance board was established in 2009-2010. The Grievance Board shall promptly hear any grievance case brought to it by any member of the Faculty. The grievances may relate to individual rights, benefits, working conditions, appointment, tenure, promotion, reassignment, but shall not be limited to these items. After hearing the case, the Board shall recommend action on the matter to appropriate persons or bodies. A report on the Board’s recommendations shall be sent to the grievant, with copies to the Vice Chancellor and Dean and the President of the Faculty.

Activities planned for 2010-2011:

Convocations of the Faculty: The Vice Chancellor and Dean shall call at least one convocation of the faculty at the beginning of each fall and spring academic semester. This is in addition to the all-campus convocation held in the fall and spring semester.

Academic Affairs Committee

- Curricular items from the Division of Education as they implement their Proposed Program Growth Plan.
- Curricular items from the Division of Science as they implement their proposal of a Masters of Arts degree in Counseling Psychology.
- Academic calendar issues such as a Reading Week.
- Consistent dissemination of the Academic Bulletin and keeping abreast of changes.
• Strive to clarify confusing procedures and disseminate clear information through the Student Planner, Faculty Handbook, and Web site.

Faculty Affairs Committee

• The revised faculty award protocols were an improvement over earlier versions, but a number of items still need to be addressed during 2010-2011. The course evaluation instrument will also be redesigned in Fall 2010.

Constitution and Bylaws

• Membership, Terms, and Duties and Procedures need to be defined for the Promotion and Tenure Board.

Student Affairs Committee

• The cost of textbooks and helping students identify the best prices
• Student parking issues
• Conduct a survey to determine how many students value the student planner and how best to increase the effectiveness of the content.
• Continue to work with the Office of Development and External Affairs to support providing robes for students with real need beginning in 2011.

IUPUC Faculty Grievance Board (New)

The IUPUC Faculty Grievance Board approved interim procedures in August 2010. The procedures will be issued in Fall 2010.

7.2. 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 2009-2010:

Revision of Promotion and Tenure standards to be used in evaluating faculty from the academic disciplines who will go through the tenure and/or promotion process in the following IUPUC Divisions: Business, Education, Liberal Arts, and Science.
Evidence of Progress for 2009-2010:

The revised Promotion and Tenure standards were officially approved at IUPUI in September 2010. IUPUC Division Heads played a leadership role by constituting and revising the documents and engaging faculty in this very important stage in the development of IUPUC. In addition, the approval could not have materialized without the support of Dr. Uday Sukhatme and the diligence of Dr. Mary Fisher, who patiently worked with us to bring the standards to their final form.

Activities planned for 2010-2011:

We look forward to seeing IUPUC faculty go through the promotion and tenure process armed with the knowledge of what is expected of them to succeed in getting tenured and/or promoted at IUPUC.

7.3. Create a more diverse full-time faculty using new state funding.

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

Secondary Goals:

Sub Unit:

Time Frame: Ongoing

Actions taken for 2009-2010:

In the last biennium budget session, IUPUC was granted a $1.9 million state appropriation for academic programs. This first major state appropriation for IUPUC resulted in eight new full-time faculty members hired at the start of the 2007-08 academic year, eleven new full-time faculty members hired at the start of the 2008-09 academic year (including two visiting faculty whose positions were made permanent), and eleven new faculty members hired at the start of the 2009-10 academic year (including three visiting faculty whose positions were made permanent). The faculty were hired in areas including business, education, nursing, physics, psychology, and the MBA.

The following list represents the new faculty hired at the start of the 2009-2010 academic year:

- Courtney E. Bender, M.A., Visiting Assistant Professor, Psychology
- Ryan M. Brewer, M.B.A., Visiting Assistant Professor, Finance
- Jennifer M. Conner, Ph.D., Visiting Clinical Assistant Professor, Education
- N. Kathryn Essex, Ph.D., Visiting Assistant Professor, Education, Generalist
- Guillermo Garcia, Ph.D., Lecturer, Physics
- Jeffery J. Hittler, M.B.A., Lecturer, Business (converted from visiting appointment)
In addition, Dr. Marwan Wafa was appointed Professor of Business and Vice Chancellor and Dean, effective September 1, 2009.

Other key administrative positions filled during the 2009-2010 academic year include:

- Matt Souza, Special Assistant to the Vice Chancellor for Strategy and Special Projects
- Georgia Miller, Ed.D., Special Assistant to the Vice Chancellor for Academic Affairs
- Stacy Zearing, Director of Development and External Affairs

Interim academic Division Heads were appointed effective June 1, 2010:

- Michael Oakes, Interim Head, Division of Business
- James Clack, Ph.D., Interim Head, Division of Liberal Arts
- Beth Sharer, D.H.A., Interim Head, Division of Nursing

Evidence of Progress for 2009-2010:

With the addition of a significant number of new full-time faculty since 2007, the quality of the programs offered at IUPUC will increase. In addition, the new faculty will assist the campus in the accreditation of its professional degree programs. Two of the new faculty hired in August 2009 were from under-represented groups.

Activities planned for 2010-2011:

Faculty searches will be conducted during 2010-2011 to recruit tenured Division Heads in Business, Liberal Arts, and Nursing. In addition, Assistant Professors will be recruited in the areas Mechanical Engineering and Psychology.

- 08. Increase faculty research and scholarship.
- 8.1. 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 2009-2010:

Faculty publications and presentations during 2009-2010 include 1 book published, 24 refereed journal articles published, 2 book chapters published, 90 conference proceedings/presentations, 1 edited collection, 1 newsletter column, and 10 grants and/or funding awarded.

Division of Business: http://www.iupuc.edu/Business/

- The IUPUC Division of Business is approaching a critical milestone in its growth and is seeking an opportunity for professional accreditation by the Association to Advance Collegiate Schools of Business (AACSB). This past winter, AACSB International, the largest professional accrediting agency for business programs in international higher education, approved the division’s eligibility application. During the next two years, division faculty and staff will complete an accreditation plan, guided in part by a mentor from a peer institution. The plan will include evaluation of student learning outcomes, adjustments to courses and programs based on the evaluations, and continued faculty development in teaching, research, and civic engagement.
- Sixteen MBA students graduated in May 2010.
- Michael Oakes assumed the position of Interim Division Head on June 1, 2010.
- Faculty revised the MBA program with an expected launch in August 2010.
- Dr. Larita Killian and Dr. Kathy Wills led students for an “alternative spring break” working with Housing Partnerships, Inc.
- External awards and recognitions:
  - Erica Berte, Ph.D., Assistant Professor of Management, received funding from Centers for International Business Education and Research (CIBER) to attend Faculty Development in International Business at the Moore School of Business and the 2010 China Faculty Development programs. http://ciberweb.msu.edu/facultydev/via CIBER scholarships
  - Thomas Clerkin, Ph.D., Assistant Professor of Business, was awarded Master Professor for outstanding accomplishments of undergraduate and MBA student teams and was inducted into the Global Business Strategy Game Hall of Fame. Clerkin is a five-time inductee (2005, 2007, 2008, 2009, and 2010). Master Professor status is earned by having one or more Grand Champion teams in the Best-Strategy Invitational competition.
  - Georgia Miller, Ed.D., Clinical Associate Professor of Management, Executive Director of Executive Education, and Special Assistant to the Vice Chancellor for Academic Affairs, was named a 2010 Outstanding Woman Leader and selected as a Full-time Faculty “Veteran” winner for IUPUI’s 2010 Women’s History Month Leadership Awards.
  - A total of 394 teams, divided into 33 divisions, participated in the 2009 Business Strategy game, and a team of three IUPUC business students placed first and was named a Grand Champion team in the international Business Strategy Game. Three other IUPUC teams placed in the top half of their divisions in the competition. Thomas Clerkin, Assistant Professor of Business, has coached IUPUC teams in the Business Strategy Game since 2005. Five IUPUC teams have been named Grand Champion teams since 2005. For more information: www.iupuc.edu/business or www.bsg-online.com.

- In February 2010, the IUPUC Division of Education received notification that a third program had been fully nationally recognized by the National Council for the Accreditation of Teacher Education. Program reports submitted for the ESL Dual License Program, Elementary Education Program, and Special Needs Dual License Program have each achieved National Recognition status for those programs. These were the first programs at IUPUC to be nationally recognized independently of parent programs at IUPUI/UB. Two additional programs, Computer Education Dual License Program and Reading Dual License Program, were submitted in November of 2009 with the Institutional Report for Unit Accreditation.

- Faculty presentation proposals were accepted by the World Council of Comparative Education Societies, XIV World Congress in Istanbul, to establish the first global school partnership in Turkey.

- External awards and recognitions:
  - Kate Baird, Ph.D., Clinical Assistant Professor of Science Education was a guest speaker at the 2009 International Project Learning Tree Coordinators Conference: “Connecting High Schoolers with Pre-service Educators; Looking for New Ways to Reach out to Pre-service Educators.”

Division of Liberal Arts:  http://www.iupui.edu/LiberalArts/

- With only eight full-time faculty members, the division delivers all coursework necessary to complete B.A. degrees in Communication Studies, English (including Creative Writing, Literature, and Writing and Literacy tracks), and Sociology. In 2009-2010, DLA added all the courses necessary to complete a medical minor in Sociology. Minors, with all the coursework at IUPUC, are also available in Communication Studies, Creative Writing, Literature, Writing & Literacy, and Sociology. In addition to providing coursework for DLA majors, the division supports other IUPUC academic divisions by offering an extensive array of courses that meet general education requirements.

- External awards and recognitions:
  - Julie Goodspeed-Chadwick, Ph.D., Assistant Professor of English, was appointed to serve as a manuscript reviewer for the English study journal Publications of the Modern Language Association.
  - Joe Kinderman, Adjunct Faculty in Communication Studies, received certification training in behavioral studies, specifically in the method of DISC, which stands for dominant style, inspirational style, supportive style, and cautious style.
  - Lisa Siefker Bailey, Ph.D., Lecturer in English, participated in the annual reading and scoring of the College Board’s AP examinations. She read the English literature portion of the tests.
  - Katherine Wills, Ph.D., Assistant Professor of English, received an award for service and research from the Research Network Forum at the Conference on College Composition and Communication, Louisville, KY. Dr. Wills was also inducted into the Affton School District Alumni Hall of Fame in St. Louis, MO.

Division of Nursing:  http://www.iupui.edu/Nursing/

- The four-year Bachelor of Science in Nursing degree program received approval and will begin at IUPUC in Fall 2010. The Indiana Commission on Higher Education acknowledged the need to establish a standalone BSN in south central Indiana and the IU School of Nursing acknowledged that IUPUC’s nursing program can deliver it. As part of the IU School of Nursing Core with IU-Bloomington and IUPUI, the IUPUC BSN program will follow the same mission and goals of the other two programs. Students will take both major and general education courses at IUPUC in the first 2 years and then transfer to IU-Bloomington for the final 2 years.
complete a rigorous curriculum accredited by two nursing professional accrediting bodies: National League for Nursing Accrediting Commission and the Commission on Collegiate Nursing Education.

- External awards and recognitions:
  - Rebecca Bartlett, Clinical Assistant Professor of Nursing received funding to attend a faculty training institute in clinical simulations to develop and evaluate state-of-the-art clinical simulation scenarios for nursing education. Ms. Bartlett was also appointed as an Item Writer for the National Council of State Boards of Nursing Licensure Examination. Nominated on the basis of clinical specialty and nursing expertise, she was one of only 12 nurses from across the nation selected to participate.

Division of Science: http://www.iupuc.edu/Science/, http://www.iupuc.edu/academicresourcecenter/

- 2009 was a year of growth in many areas for the Division of Science. Enrollments were up significantly (15.4% in headcount and 13.2% in credit hours over the same period in 2008), faculty and staff achievements were at an all-time high, and many improvements were made in the Division's laboratories. A master's program degree proposal in counseling psychology was completed. A combination of biology and biotechnology is being investigated as a degree option. The Division of Science staffs 95% of the science tutors employed in the new Academic Resource Center (ARC).

- External awards and recognitions:
  - Jin Clack, Ph.D., Associate Professor of Biology, was named editor of Bioscene: The Journal of College Biology Teaching. Bioscene is the refereed, quarterly publication of the Association of College and University Biology Educators.
  - Jack Young, Lecturer in Chemistry, and James Clack, Ph.D., Associate Professor of Biology, served as judges at the 22nd Hoosier Science and Engineering Fair. Young was a grand awards judge in the Junior Division and Clack served as judging co-chair for the senior division.

Evidence of Progress for 2009-2010:

Established Academic and Scholastic Achievement Strategic Goal: The University will attract and retain faculty members who are motivated by our Mission and Strategic Plan and who will deliver academic programs of regional distinction and global quality with high student success rates. The University will attract and retain students who are prepared and who seek a best-in-class small University experience.

Quality of Faculty:

- Establish a campus-wide assurance of learning system.
- Improve quality of learning experience.
- Assess and improve general education focusing on the Principles of Undergraduate Learning.
- Broaden faculty creative and scholarly projects.
- Recognize excellence in teaching (full-time and adjunct).

The Student Experience:

- Ensure student learning in all programs and improve academic support services.
- Establish the IUPUC Office of Student Research to add more structure to student creative and scholarly projects.
- Strengthen academic advising for students.

Activities planned for 2010-2011:

Activities will be aligned with the Academic and Scholastic Achievement Strategic Goal.


9.1. Reorganize Office of Gift Development and Alumni Relations and Develop Future Campaign Plans

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

**Secondary Goals:**

**Sub Unit:** Gift Development Office

**Time Frame:** Ongoing

Actions taken for 2009-2010:

Stacy Zearing was hired as Director of Gift Development and Alumni Relations in October 2009. His title was subsequently changed to Director of Development and External Affairs to coincide with the office name change.

- Director made 138 total contacts with alumni, donors & external community, 50 of which were face-to-face contacts.
- Reorganized office and planned for three new significant external events:
  - A search was conducted in 2009-2010 to recruit a dedicated Development and Alumni Relations Coordinator.
  - Removed internal events as well as student activities and campus life from the Development and External Affairs office to more effectively focus on fund-raising, alumni affairs, and external events.
- Began Comprehensive Campaign Planning Process
  - Learned faculty and staff priorities, identified campaign leadership, analyzed gift revenue history, and conducted significant prospect research.
- Led annual campus campaign and annual United Way campaign.
- Hosted Economic Outlook Breakfast and Dinner, Holiday Interlude, Honors Convocation, and Mochtail.
- Supported the Indiana Statehouse visit, resume cafe, career expo, commencement, Elderhostel, Rotary Luncheon with IU President McRobbie, and Columbus Area Chamber of Commerce Golf Outing.
- Represented IUPUC at various community events and meetings including annual meetings of Heritage Fund and Columbus Chamber of Commerce, Columbus Area Arts Council’s Cultural Calendar planning meeting.
- Participated in IU Foundation’s consultant’s feasibility study and strategy rollout as well as served on the search committee for the new Vice President of Regional Development position.
Evidence of Progress for 2009-2010:

- Dollars raised in 2009-2010 represented an increase of 121% in gift revenue over 2008-2009.
- Four new student awards were created, including one with an endowment.
- IUPUC obtained 83% participation from faculty and staff during the annual Campus Campaign conducted in Spring 2010. [http://www.iupuc.edu/giftdevelopment/campaigns/campuscampaign](http://www.iupuc.edu/giftdevelopment/campaigns/campuscampaign)
- Alumni Board/Executive Committee grew from 9 to 14 members (44% increase).
- Strategically planned over 40 events/activities in 2009-2010.
- The new Coordinator of Development and Alumni Relations Coordinator assumed the position in early Fall 2010.

Activities planned for 2010-2011:

Continue Comprehensive Campaign Planning Process.

Conduct a search to recruit a part-time Administrative Secretary to assist the Director and Coordinator.

10. IUPUC Board of Advisors and community involvement in Columbus and surrounding counties in our service area.

10.1 IUPUC Board of Advisors

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

Secondary Goals:

Sub Unit: IUPUC Board of Advisors

Time Frame: Ongoing

Actions taken for 2009-2010:

Tom Vujovich, Pentzer Printing, Inc., and Jack Hess, Columbus Area Chamber of Commerce, continued their roles as Chair and Vice Chair, respectively, of the IUPUC Board of Advisors for the 2009-2010 academic year. New board members in early 2010 included Rod Blasdel, Director, Columbus Municipal Airport; Albert Skaggs, President, Skaggs Builders, and James Bickel, President and CEO, Columbus Regional Hospital.

Dr. Marwan Wafa, IUPUC Vice Chancellor and Dean, attended his first meeting in this role in September 2009. His charge to the Board included soliciting their help to develop a strategic plan, create brand identify for IUPUC, promote the campus within the community, research interest in a student center and student housing, and future growth and land constraints.

Evidence of Progress for 2009-2010:

See IUPUC Web site: [http://www.iupuc.edu/boardofadvisors/](http://www.iupuc.edu/boardofadvisors/)
Board guidelines were reviewed and revised including membership, purposes, leadership transitions, role and responsibilities, and committee structure. In addition, the bylaws were reviewed and revised and the Board was consulted about the offering of a new Mechanical Engineering degree program. The creation and distribution of the IUPUC Strategic Plan outlined the vision, mission, goals, and processes for this institution. It reflects the voices of our regional community leaders, students, faculty, and staff.

A wall display to honor the members of the Board of Advisors was created in Summer 2010.

Activities planned for 2010-2011:

A Martin Luther King Celebration at IUPUC will debut on January 17, 2011, with activities such as guest speakers, interactive programs for students and community, a short film presentation, poetry readings, and award presentations.

The IUPUC Excellence in Diversity Award was created in 2010 by the IUPUC Diversity Council to recognize and honor demonstrated commitment and outstanding efforts toward creating a diverse and inclusive community. This inaugural award will be presented at the Martin Luther King Celebration.

The dedication of the Reeves Sculpture Plaza project will occur in late 2010.

10.2 Increase community involvement and alliances

Campus Planning Theme:
Secondary Goals:
Sub Unit: Community
Time Frame: Ongoing

Actions taken for 2009-2010:

Established Collaboration and Service Strategic Goal: The University will serve cultural, intellectual, and economic development in the region through collaboration and innovation.

The 2009-2010 IUPUC Faculty Colloquium Series included the following presenters:
The IUPUC Alumni Association also provided several opportunities:

The Excellence in Leadership Series aims to inspire IUPUC students to explore their individual role as leaders in their region, raise their awareness of civic involvement and responsibility, and further enhance their university experience. Each presentation is followed by a reception in the Learning Center Atrium. Larry DeBoer, a Purdue University faculty member, led a discussion on Indiana property tax reform in March 2010. The discussion covered such topics as property tax deductions for homeowners, property tax caps, and the effects of the state taking over the school general fund and county welfare fund.

IUPUC Downtown: Connecting for Lunch encourages participants to attend lunches to learn about IUPUC, meet prominent faculty from Indiana University, engage in lifelong learning, and support the downtown. Programming in 2009-2010 included:

- January 2010: Perry S. Metz and Dr. Herbert A. Terry led a discussion to explain why the FCC made the switch from analog to digital television, options for those who have yet to make the switch, and what will happen to television and television consumers after the switch. Metz is the executive director of IU Radio and Television Services. Terry is the director of Global Village and an associate professor in the IU Department of Telecommunications.

- March 2010: Christine Barbour, food editor of Bloom Magazine, founding member and co-director of Slow Food Bloomington, and faculty member at Indiana University Bloomington, discussed, “If You Are What You Eat, Who Are You?”

The Human Experience Film Series provides an opportunity to view films that raise awareness of and encourage discussion about a variety of social issues. The series is free and open to the public. A film was shown in February 2010 titled, “Escape from Affluenza” featured Americans who are abandoning the consumer chase. The one-hour film provides practical solutions to the “affluenza” problem, an epidemic of stress, waste, overconsumption and environmental decay.
Evidence of Progress for 2009-2010:

A good example of evidence of progress continues to be the attendance gathered at the various IUPUC sponsored events.

A new Director of Development and External Affairs was hired in October 2009, and much of the 2009-2010 academic year was spend in organizing and strategizing for the future.

Activities planned for 2010-2011:

The series listed above will be revamped and improved for the 2010-2011 academic year. Changes announced so far include:

- The Human Experience Film Series has been renamed the IUPUC Alumni Association Film Series. The following films have been scheduled so far in 2010-2011:
  - September 2010, Constitution week: After Silence
  - October 2010, Domestic Violence: Once Were Warriors
  - November 2010, Healthy Initiative: Fat Chance: The Big Prejudice
  - December 2010, HIV/AIDS Awareness: All of Us
- IUPUC Downtown: Connecting for Lunch will be renamed simply “Connecting for Lunch.” It will be held at IUPUC and feature the research and publications of our resident faculty.

11. Enhance the economic growth within south central Indiana thorough academic and business partnerships.

11.1. Develop plans to establish an IUPUC Center for Business and Economic Development (CBED).

Campus Planning Theme: Teaching and Learning, Research, Scholarship and Creative Activity, Best Practices, Campus Climate for Diversity, Civic Engagement, Collaboration

Secondary Goals:
Sub Unit:
Time Frame:

Actions taken for 2009-2010:

CBED’s function will be to enhance the economic growth within south central Indiana through academic and business partnerships. The services through the Center for Business and Economic Development (CBED) will include non-credit education and training, connecting businesses and organizations with students and faculty, promotion and support of entrepreneurship, innovation, and industry-specific programming.
Executive Education offers both custom and open enrollment programs. Custom programs are those that are designed specifically for a client company or organization. These are most often higher-level leadership programs for a company’s high potential employees involving in-class instruction. Open enrollment programs are open to the public for registration. These are non-degree training programs tailored to business professionals. Topic areas include management fundamentals, leadership, learn six sigma, coaching, motivation, and communications. These can range from one hour to three full days in length.

Executive Education initiatives that began prior to and are continuing in 2009-2010:

Custom Programming

- Cummins Frontline Management
  - Number of 4-day sessions delivered - 12
  - Number of participants - 240
  - Income generated - $120,000
- Cummins Frontline Coaching
  - Number of 3-day sessions delivered - 6
  - Number of participants - 120
  - Income generated - $30,000

Executive Education initiatives that began prior to and are continuing in 2010-2011:

Custom Programming

- Cummins Frontline Management
  - Number of 4-day sessions delivered - 10
  - Number of participants - 200
  - Income projected - $100,000
- Cummins Frontline Coaching
  - Number of 3-day sessions delivered - 4
  - Number of participants - 80
  - Income projected - $20,000

Evidence of Progress for 2009-2010:

Established Collaboration and Service Strategic Goal: The University will serve cultural, intellectual, and economic development in the region through collaboration and innovation, featuring community and regional development:

- Contribute to local and regional economic development
- Establish Center for Business and Economic Development
CBED was established in Fall 2010. Its mission is to enhance regional economic growth and development through academic and business partnerships, collaboration on applied research, education, and best practices.

Activities planned for 2010-2011:

CBED’s goals include:

- Serve as a sought after resource of expertise for south central Indiana
- Enrich learning through quality programs
- Support academic programs through project based learning facilitation
- Be an indispensable resource for regional corporate and organizational employee recruitment as well as a model job placement and career service center for students
- Play a critical role in regional growth and development

New Executive Education initiatives planned in 2010-2011:

Open Enrollment Programs

- General leadership and professional development programs
  - Number of half-day sessions - 60
  - Number of participants - 1,200
  - Income projected - $120,000
- Certified Management Accounting Series
  - One four-day series
  - Number of participants - 15
  - Income projected - $45,000

Custom Programs

- Operations Management and Innovation
  - Two programs each with 8 half-day modules
  - Number of participants - 300
  - Income projected - $120,000 plus $32,000 grant from EcO15
- AK Tube, LLC – Columbus
  - Number of full-day modules - 6 full day
  - Number of participants - 15
  - Income projected - $8,100
In addition, three potential new clients have been identified in 2010-2011.

12. Continue active involvement in developing articulation agreements with Ivy Tech Community College Columbus.

12.1. Establish articulation agreements with Ivy Tech Community College-Columbus.

**Campus Planning Theme:** Teaching and Learning, Research, Scholarship and Creative Activity, Best Practices, Campus Climate for Diversity, Civic Engagement, Collaboration

**Secondary Goals:**

**Sub Unit:**

**Time Frame:**

Actions taken for 2009-2010:

Frequent meetings were held during the 2009-2010 academic year with representatives of IUPUC and Ivy Tech Community College-Columbus to continue our efforts to provide a seamless partnership between the two institutions.


Evidence of Progress for 2009-2010:

Established Program Development Strategic Goal: Address relationship with Ivy Tech in context with regional needs.

Activities planned for 2010-2011:

- Update and explore articulation agreements with Ivy Tech to
  - Maintain high academic standards
  - Promote continuing partnership and collaboration

Maintain regular meetings of combined IUPUC and Ivy Tech leadership including academic and staff support teams.

The Advanced Manufacturing Center for Excellence is currently under construction. This building is a 44,000 square foot facility that will house advanced manufacturing degree programs and workforce training of Ivy Tech Community College, Purdue College of Technology, IUPUC, and related high school programs serving the communities of Southeastern Indiana. The Center will be located on the educational campus with IUPUC, Ivy Tech Community College, and the Columbus Learning Center facilities. The AMCE will house shared integrated technology labs that are built around a curriculum of Science, Technology, Engineering, and Math (STEM). The building, designed by world-renowned architect Cesar Pelli, is expected to be completed in Spring 2011. [http://www.columbusareachamber.com/news/pelli.htm](http://www.columbusareachamber.com/news/pelli.htm)

12.2. Increase the number of Ivy Tech Community College-Columbus graduates pursuing bachelor degree programs at IUPUC.

[45]
Actions taken for 2009-2010:

A Passport office was established in the Columbus Learning Center and was staffed 8-10 hours per week with a part-time IUPUC employee. Directors of Admission from IUPUC and Ivy Tech-Columbus met monthly to discuss progress. A database was established containing names of recent Ivy Tech graduates and soon-to-graduate graduates. IUPUC admissions staff began communicating with these students and made them aware of the Passport Scholarship.

See IUPUC Web site: http://www.iupuc.edu/passport/.

Evidence of Progress for 2009-2010:

The Office of Admissions began to determine how to identify and target Ivy Tech-Columbus students who would be good candidates for transferring to IUPUC. Refinement of the communications procedure was made along with implementation of a prospect database.

The Passport to IUPUC Scholarship was created: A $1,500 renewable scholarship is now available to students who transfer to IUPUC within one year of completing an associate’s degree from Ivy Tech, based on available funds. The non-competitive scholarship is automatically offered upon admittance to IUPUC. Recipients must have a minimum cumulative 3.3 GPA confirmed by an Ivy Tech transcript. Scholarships are renewable (for up to four semesters) with a GPA of at least 3.0 and continuous, full-time enrollment in a campus-based program.

http://www.iupuc.edu/scholarships/admissionbased/passportiupuc/

Activities planned for 2010-2011:

This initiative will continue through 2010-2011 with the goal of maintaining and growing the Passport transfer program from Ivy Tech Community College-Columbus to IUPUC:

- <!-[if !supportLists]--><!-[endif]--> Hire a part-time IUPUC employee to work 20 hours per week in the Passport office.
Fiscal Health

Reallocation Plan

Other Question(s)

1. Please describe faculty/staff participation in the planning process in your unit. What factors strongly influence your budget and planning priorities? Please give examples, which might include attracting and retaining undergraduates, strengthening graduate programs, building collaborative partnerships, increasing diversity in faculty and student populations.

The newly created IUPUC strategy was developed after conducting a stakeholder meeting that took place in December 2009 where input was provided by over 100 participants of community leaders, faculty, staff, and students. The collected data and feedback was integrated into the strategy of IUPUC. Thereafter, each unit on campus (academic and support) worked on creating their unit strategic plans that are aligned with the mission, goals, and strategy of IUPUC. These plans support the institutional strategic priorities of the Columbus Campus. The overall strategy is sensitive to south central Indiana’s needs and expectations along with IU and PU missions as applicable to a small campus with a regional focus.

2. How do the plans within your unit align with the President’s Principles of Excellence and the Chancellor’s Guideposts? Please describe your process for integrating your unit’s plans with those of the campus.

The campus is developing and implementing processes to assess and provide feedback to the appropriate units in order to achieve excellence in the educational experiences of the IUPUC students. We have challenges that are currently being addressed in order to provide global experiences for our students along with the ability to attract international students in order to give our domestic students engagement opportunities that are critical in today’s job market. We are in the process of changing the Organizational Structure of IUPUC in order to be responsive to our stakeholders. Under the current structure, all units report directly the VC/Dean. The goal behind the new organizational structure is to significantly improve the quality of learning, services, retention, time to degree completion, and degree program offerings. Also, we continue to work on identifying improvement opportunities that has not been addressed due to the current organizational structure. During the past 40 years, IUPUC has been evolving from a feeder center to a comprehensive campus. This evolution requires the need to act responsibly if we are to fulfill the overall mission of Indiana University providing higher educational opportunities to our domestic students who would otherwise not be able to do so from other campuses. Meeting our mission and responsibility towards the region is consistent with those of IU and the expectations of the communities we serve.

3. What longer-term trends (5-10 years) exist in your discipline/field that will affect your unit?

In order to meet regional needs through selective and strategic development of complete degree programs to be offered by IUPUC, sustainable enrollment growth is required. The challenges of changing regional and global market needs along with declining high school graduates in south central Indiana dictates new recruiting strategies along with enrollment management approaches. We are currently working on such strategies in order to strengthen the role of IUPUC in meeting the State’s expectation of having 60% more Hoosiers with higher qualifications by the year 2020. Enrollment growth combined with selective degree program development are critical strategic moves that we intend to protect against future challenges.

4. If the University experiences further budget cuts, what existing and emerging programs/initiatives in your unit will be your highest priorities?
Introducing and preserving such market needed degree programs, retaining and attracting a cadre of qualified faculty and staff, maintaining professional accreditation of key degree programs, along with our ongoing efforts to make IUPUC NCA/HLC accreditable are top priorities.