

To the members of the IUPUI Indianapolis Faculty Council, Executive Committee:

The IUPUI Campus Planning Committee met several times with members of the Staff Council Faculty Relations Committee and attended the forum with Exec. V.P. John Applegate and Director of Strategic Planning Michael Rushton. The following are our comments and recommendations for your review to include in the IUPUI formal response. We also include an appendix of “Reasons to modify the Bicentennial Strategic Plan to increase investment in IUPUI.”

Given that IU wants to present the Bicentennial Strategic Plan (BSP) to the trustees for approval on December 4, 2014, the IUPUI formal response should be given to them in time for changes to be made in the document. We strongly recommend that the IFC EC request that revisions be made to the BSP before it is presented to the trustees.

Comment 1: The potential benefit to the state and nation of a new program in IT-related engineering located in Bloomington needs to be demonstrated. John Applegate described the concept as having emerged as a “logical outgrowth” of activities in the School of Informatics and that the concept was not discussed with the Commission for Higher Education, Purdue University, or the faculty in Engineering at IUPUI during the drafting of the strategic plan.

Recommendation: The procedures for developing any IU strategic plan or fund-raising campaign should involve consultation with stakeholders system wide before drafting a document. If there is a potential added value to the state and nation for developing a program of IT-related engineering at Bloomington it will require proof of concept. The community in Bloomington should be informed about the existence of established schools of engineering available throughout the state.

Comment 2: Since this is the first “all IU” campaign, it is important for the strategic plan to also be “all IU”. The strategic plan should be revised to encompass and unify the entire IU system.

Recommendation: Make language more inclusive. Focus on the IU “system” and advocate for program development, infrastructure, and partnership on all campuses. Promote, support and advance existing areas of strength for all campuses.

Phrasing should remain campus neutral and uniform. Avoid the phrase “home” or “main” campus. For example Bloomington schools are referred to as “in Bloomington” whereas IUPUI schools are referred to as “based in Indianapolis”. There is much language that focuses on Bloomington with phrases such as “Bloomington in particular” leaving the impression that this is the primary focus. Examples from other campuses should be included. Emphasis should be placed on expanding new degree programs that are successful regardless of campus location.

Comment 3: Much attention is focused on new hires and the term “cluster hire” is used several times. Cluster hires are often a top-down business model for product development. They generally don’t include a faculty component.

Recommendation: The strategic plan focus and the fundraising campaign should be balanced between attracting new faculty and supporting and retaining existing faculty. A strategy to retain productive faculty is more likely to build the reputation and strength of a university than is a “cluster hire” approach which is often more expensive and may not be successful if investigators do not thrive in the new environment. “New” hires become “existing” faculty in short order and all faculty require ongoing support.

Comment 4: Each campus has its own identity, concerns and set of competitors.

Recommendation: Each campus should be able to implement needed adjustments in tuition in order to remain competitive.

Comment 5: The document does not address support and retention of staff.

Recommendation: Include staff in plans for strengthening each campus. Standardize procedures, such as “TIME”, for staff across campuses.

Comment 6: There does not appear to be any faculty, community or state consultation with regard to the future of the School of Education.

Recommendation: Inclusion of stakeholders from the faculty, community, and the state is essential in the process of evaluation and deliberation before determinations are made.

APPENDIX:

Reasons to modify the Bicentennial Strategic Plan to increase investment in IUPUI:

- One of the missions outlined in the plan is to increase the economic benefit to the state of Indiana. IUPUI's mission of community engagement and location in the state's largest population center (which is also the state capitol) provides excellent opportunities for economic return on investment.
- Because IUPUI enrolls more Indiana residents and produces more graduates who stay in Indiana, an investment in IUPUI produces a greater benefit for Indiana than investment in other campuses.
- Some of IU's largest opportunities for expansion in life sciences, computer sciences, engineering, and informatics are all at IUPUI. IUPUI is operating under constrained resources (space in particular), that are needed to leverage its potential. For instance, IUPUI has far greater community engagement with the city and state than does any other campus and has more opportunities for investments that will yield a large payoff for the state.
- Research initiatives and extramural funding have increased on the IUPUI Campus but growth continues to be limited by lack of space.
- IUPUI has substantial untapped potential for further development of unique programs such as Engineering, Motorsports Engineering, Urban Aspects of Public Health, Rehabilitation Sciences, and Forensic Science.
- New degree programs added in the past five years that utilize specific strengths at IUPUI include doctorates in occupational therapy, health communication, urban education, applied earth sciences, and epidemiology; master's degrees in art therapy, event tourism, translational science, biostatistics, and criminal justice and public safety; as well as bachelor's degrees in technical communication, neuroscience, medical humanities and health studies, and philanthropic studies. New facilities to accommodate these programs are needed.
- IUPUI has a student population increase which is contrary to national trends. New physical spaces are occupied and overflowing immediately. The campus is experiencing space constraints with the increased student presence on campus due to new residence hall, the Campus Center, increased credit hours and increased research involvement.
- IUPUI now has an Honors College, providing a rich learning environment in which to develop new educational programs.
- IUPUI should be recognized in this plan as a part of IU's international program. IUPUI has significant international partnerships and programs in health sciences, computer sciences and medicine.

- The plan is lacking metrics to assess IU's economic impact on the state. Metrics should include the retention of intellectual property and startup businesses that remain in the state.