January, 2012

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IUPUC

INDIANA UNIVERSITY
PURDUE UNIVERSITY
COLUMBUS

Strategic Planning Goals
2011-2015
01/17/2012

1. REGIONAL AND GLOBAL IMPACT

Strategic Goal: The University will meet the global workforce needs of regional industry with the right programs at the right times.

Program Development
- Expand IUPUC programs in ways that address regional interest
- Address relationship with Ivy Tech in context with regional needs
- Maintain regional market needs database

Quality of Learning Programs
- Insure quality of programs through external validation and/or accreditation

REGIONAL AND GLOBAL IMPACT

Goal: The University will meet the global workforce needs of regional industry with the right programs at the right times.

DEVELOPMENT AREAS	INITIATIVE	ACTIONS		
1. Program Development	A. Expand IUPUC programs in ways that address regional interest	**2011-2012** A1. Launch Masters program in Mental Health Counseling (Felsten) A2. Develop and implement Division of Education programs (Felsten) for • Liberal Arts majors leading to licensure in secondary education • Transition to Teaching licensure • Graduate licensure in collaboration with IUB and IUPUI A3. Develop and implement English, Communications, and Science degree programs (Felsten) **2011-2015** A4. Explore options for undergraduate degree programs in Arts & Design; Tourism & Event Management; Design Engineering; Measurement Systems Engineering (Felsten)		
	B. Address relationship with Ivy Tech in context with regional needs	B1. Update and explore articulation agreements with Ivy Tech (Felsten) • Complete update to joint University Library Columbus administration agreement (Wafa)		
	C. Maintain regional market needs database	C1. Center for Business and Economic Development (CBED) will complete build of IUPUC market needs database (McCracken) • Includes new market needs assessments for new programs in Liberal Arts and Science		

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REGIONAL AND GLOBAL IMPACT

Goal: The University will meet the global workforce needs of regional industry with the right programs at the right times.

DEVELOPMENT AREAS	INITIATIVE	ACTIONS		
		• Updates market needs assessments for Business, Education, Engineering, Mental Health Counseling, and Nursing programs • Includes prospect list for External Relations		
2. Quality of Learning Programs	A. Insure quality of programs through external validation and/or accreditation	A1. Obtain program re-accreditation (or program approval) from the following: • Complete narrative portion of IUPUC self-assessment by December, 2011 in preparation for IUPUI Higher Learning Commission (HLC) re-accreditation (Winikates) • Continue making IUPUC contributions to IUPUI 2012 re-accreditation process (Winikates, others) • Achieve AACSB (Business Div) accreditation by 2014 (Wadsworth) A2. Establish data reporting needs for each academic division and administrative department. Develop a management reporting system that supports strategic decision-making and program quality. • Include IUPUC in IU CRM (Talisma) system (working through CBED and Tom Sawyer) A3. Build framework for IUPUC campus accreditation process (Winikates)		

2. ACADEMIC AND SCHOLARLY 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 campus-wide assurance of learning system
- Improve quality of learning experience
- Assess and improve general education
- Broaden faculty creative and scholarly projects
- External recognition of program quality
- Grant writing

Quality of Student Experience
- Ensure student learning in all programs and improve academic support services
- Strengthen student placement opportunities
- Strengthen academic advising for students

ACADEMIC AND SCHOLARLY ACHIEVEMENT

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.

DEVELOPMENT AREAS	INITIATIVE	ACTIONS		
1. Quality of Faculty	A. Establish campus-wide assurance of learning system	A1. Assurance of learning team develops AOL plan for campus (Winikates) • Coordinate University performance measurement and monitoring systems across all academic divisions and departments • Complete initial IUPUC self-assessment narratives • Determine appropriate quality oversight process for IUPUC AOL efforts		
	B. Improve quality of learning experience	B1. Complete evaluation of experiential learning as a required student learning outcome in the general education curriculum (Winikates) B2. Increase international teaching experiences (Felsten) B3. Increase scholarly activity through research and professional development grants (Felsten) B4. Increase faculty service to university, community and profession (Felsten) B5. Promote faculty mentoring roles (Felsten)		
	C. Assess and improve general education	C1. Implement the new plan for the assessment of general education (Winikates) C2. Establish the guidelines through which the Assurance of Learning Committee will monitor the IUPUC general education process (Winikates)		
	D. Broaden faculty creative and scholarly projects	D1. Increase scholarly activity through research and professional development grants (Felsten & Division Heads)		

ACADEMIC AND SCHOLARLY ACHIEVEMENT

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DEVELOPMENT AREAS	INITIATIVE	ACTIONS		
	E. External recognition of program quality	E1. Increase faculty efforts to publish and present scholarly work (Felsten & Division Heads) E2. Evolve faculty ratios to meeting HLC criteria for small university (Wafa)		
	F. Grant writing	F1. Establish a grant writing resource on campus for faculty use (Wafa)		
2. Quality of Student Experience	A. Ensure student learning in all programs and improve academic support services	A1. Improve academic mentoring, tutoring and support programs for domestic and international students (Sandra Miles and Division Heads) A2. Improve peer mentoring programs (Sandra Miles & Division Heads)		
	B. Strengthen student placement opportunities	B1. Establish a relationship manager for regional employers who might hire IUPUC students (Kostrzewsky) B2. Broaden assistance to students who are pursuing internships (Kostrawsci and McCracken) B3. Establish a career planning and job search program for students (Kostrzewsky) B4. Establish a chapter of Alpha Lambda Delta freshman honorary society (Miles)		
	C. Strengthen	C1. Provide structured student advising that is integrated where necessary		

ACADEMIC AND SCHOLARLY ACHIEVEMENT

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DEVELOPMENT AREAS	INITIATIVE	ACTIONS		
	academic advising for students	with Ivy Tech and Purdue College of Technology (Welsh-Huston and Division Heads) C2. Create academic advising reports for programs that can be completed at IUPUC (Welsh Huston & Division Heads)		

3. 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.

Campus Life
- Promote a Welcoming Campus that thrives on diversity of faculty, staff, students, academic programs and experiences
- Support opportunities for cultural and recreational events on campus
- Improve health awareness on campus
- Maintain safety awareness on campus

Campus Capability
- Maintain network infrastructure that is consistent with campus needs
- Establish marketing and communications to support IUPUC brand
- Upgrade physical facilities following airport and campus master plans

Service to Students, Faculty and Staff
- Provide development opportunities for students, faculty, staff and administrative services

Small University
- Move total enrollment to target for small university
- Develop and implement retention and graduation strategy
- Academic support and administrative processes with the feel of a small university
- Academic and administrative unit alignment with IUPUC Strategic Plan

WELCOMING CAMPUS

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.

DEVELOPMENT AREAS	INITIATIVE	ACTIONS		
1. Campus Life	A. Promote a Welcoming Campus that thrives on diversity of faculty, staff, students, academic programs and experiences	A1. The IUPUC Diversity Council will create an IUPUC Strategic Plan for Diversity (Wafa) A2. Establish long-term plan for Diversity Education and MLK day sponsorship (Wafa)		
	B. Support opportunities for cultural and recreational events on campus	B1. Create collaborative opportunities for cultural and intellectual events on campus with outside community and region – internal collaborators include Alumni Affairs, student Arts Club, student life, CTL, Office of Communications and Marketing, Office of Vice Chancellor & Dean (Sullivan, VanNahmen, Zearing, Miles, Wafa)		
	C. Improve health awareness on campus	C.1 Create and implement a campus health and wellness program – IUPUC Healthy Campus Committee (Donald)		
	D. Maintain safety awareness on campus	D.1 Upgrade and implement the campus safety and security plan – collaborative with IU security, ITCC, private vendor (Wafa)		
2. Campus Capability	A. Maintain network infrastructure that	A.1 Complete upgrades to network infrastructure that are consistent with IU System technology plan (Sawyer)		

WELCOMING CAMPUS

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.

DEVELOPMENT AREAS	INITIATIVE	ACTIONS		
	is consistent with campus needs			
	B. Establish marketing and communications to support IUPUC brand	B.1 Complete and implement IUPUC branding strategy (Sullivan)		
	C. Upgrade physical facilities following airport and campus master plans	C1. Participate on Board of Aviation Commissioners airport district master plan subcommittee and assist in the delivery of a master plan that adequately contemplates the strategic goals of IUPUC (Souza) C.2 Housing – Identify developer of student housing adjacent to or near campus and coordinate their efforts with students, Board of Aviation Commissioners, City of Columbus, and other parties (Souza) C.3 Student Center – Identify design and secure funding (Wafa) C.4 Establish main entry for campus (Wafa) C.5 General improvements –upgrade classrooms, resurfacing parking lots, maintenance of building CC exterior, and renovation of tennis and basketball courts (Wafa) C6. Create campus master plan for space usage (Souza)		
3. Service to Students,	A. Provide development	A1. Improve electronic access to Bursar/Administration information (Volpatti)		

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DEVELOPMENT AREAS	INITIATIVE	ACTIONS		
Faculty and Staff	opportunities for students, faculty, staff and administrative services	A2. Improve cross-campus communications (Sullivan) A3. Increase number of student clubs and organizations on campus (Miles)		
4. Small University	A. Move total enrollment to target for small university	A1. Re-design enrollment management processes to support a targeted long-term enrollment of 3,000 students with 10% of this number being international students (Volpatti) A2. Increase applications, admissions, and registrations (Blizard) A3. Initiate Board of Advisor strategic committee structure – Programs, Campus Master Plan, Government Relations, Campus of the Future (Souza)		
	B. Develop and implement retention and graduation strategy	B1. Add retention goals to Division and Office strategic plans (Souza, Division and Office heads) B2. Broaden new student participation in Bridge program (Compton) B3. Respond to NSSE (National Survey of Student Engagement) data on student perception of IUPUC as their experience in higher learning (Winikates) B4. Establish retention metrics (Retention Committee & Felsten)		
	C. Academic support and administrative	C1. Enhance customer service focus in all academic support and administrative areas through training in Shared Values & Beliefs and the		

WELCOMING CAMPUS

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DEVELOPMENT AREAS	INITIATIVE	ACTIONS		
	processes with the feel of a small university	culture and experience of IUPUC as brand features (Souza, Volpatti)		
	D. Academic and administrative unit alignment with IUPUC Strategic Plan	D1. Quarterly meetings with Division and Administration Heads to discuss progress on Strategic Goals (Felsten, Souza, Wafa) D2. Use annual leadership retreat to address issues relevant to IUPUC strategic plan (Souza)		

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4. COLLABORATION & SERVICE

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

Community and Regional Development
- Contribute to local and regional economic development
- Collaborate with other education institutions

Funding Sources
- Establish funding from external sources for faculty and student research
- Establish funding for facilities improvements
- Establish funding from external sources or university endowments for program development, cultural and intellectual events

COLLABORATION & SERVICE

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

DEVELOPMENT AREAS	INITIATIVE	ACTIONS		
1. Community and regional development	A. Contribute to local and regional economic development	A1. Create database of existing civic engagement programs and determine new opportunities (McCracken- CBED) A2. Continue IUPUC representation on community and regional economic development organizations (McCracken - CBED, Souza, Wafa)		
	B. Collaborate with other education institutions	B1. Identify collaborative strategic opportunities with other institutions (Blizard & Felsten) • Dual credit programs in high schools • Ivy Tech Community College – Partners in Enrollment		
2. Funding Sources	A. Establish funding from external sources for faculty and student research	A2. Establish central tracking resource (Zearing) A3. Regular reporting on results (Zearing)		
	B. Establish funding for facilities improvements	B1. Increase the amount of private support available to IUPUC (Zearing)		
	C. Establish funding from external sources or university endowments for	C1. Increase the amount of private support available to IUPUC (Zearing) C2. Establish a funding source for summer bridge programs (Zearing) C3. Establish a funding source for faculty teaching award programs (Zearing)		

COLLABORATION & SERVICE

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

DEVELOPMENT AREAS	INITIATIVE	ACTIONS		
	program development, cultural and intellectual events			