



INDIANA UNIVERSITY
EAST

STRATEGIC PLAN
November 2009

Mission Statement

Indiana University East, a regional campus of Indiana University, offers residents of eastern Indiana, western Ohio and beyond a broad range of bachelor's degrees and selected master's degrees and certificates through its traditional main campus in Richmond, off-campus sites, and online program options.

Indiana University East challenges students to grow intellectually and personally in a supportive and scholarly environment where faculty teaching skills and participation in the creation and dissemination of new knowledge and artistic work enhance learning opportunities for all.

Indiana University East values a diversity of backgrounds, experiences, and intellectual perspectives among its faculty, staff, and students and in its contributions to the cultural and economic development of the communities it serves.

Our Vision

Indiana University East Leads the Region as the premier four-year and master's public institution in eastern Indiana and western Ohio. IU East is both a traditional campus that excels in innovative learning options and a virtual campus with select online degree completion programs. Our customized bachelor's and master's programs anticipate the growing needs of citizens in our region, state and nation. We welcome students, faculty, and staff from a wide diversity of backgrounds and cultures.

Our Faculty Leads the Community through their national and international accomplishments. Their teaching/learning innovations and their research, scholarship, and creative activities continue to enrich the citizens of the region, the state, and beyond. Whether teaching online or in the classroom, our faculty is dedicated to creating active learning environments and personalized instruction.

Our Employees Lead the Campus through their commitment to student success and their service to the higher educational needs of the region's citizenry. Dedicated to a supportive educational environment for our students, all employees focus on ensuring that visitors and students experience a positive and productive atmosphere on campus. Our employees play a major role in sustaining the economic and cultural well-being of the communities they serve. Our collaborative relationships with Ivy Tech Community College, Purdue University College of

Technology, and Reid Hospital and Health Care Services enhance the quality of life for all citizens in the region.

Our Students Lead the Future through active engagement in pursuit of their educational goals within an inclusive learning community. Students utilize the expertise of faculty who are committed to student success and who challenge them to reach their full potential as productive citizens in a global society. In preparing for the opportunities of the modern world, our students engage in experiential and international programming, fine and performing arts opportunities, and intercollegiate athletics.

IU East exemplifies the Indiana University tradition of excellence that will propel students, faculty, and community into the challenging decades ahead.

Academic Year 2007-08: Mission Transformation

During the 2007-08 academic year, many changes took place at IU East. Some of these changes were in response to the recommendations in the report prepared by the IU East Review Task Force in May 2007; others were in response to opportunities and priorities identified at the beginning of that year; and still others were the result of the creative ideas that arose during the year. Accomplishing these changes would not have been possible without the hard work and dedication of all employees at IU East, along with substantial support from the community. The changes included:

- New Administrative Structure
- New Student Recruitment Plan
- New Scholarships
- New Academic Structure
- New Teaching Load Policy
- New Awards for Recognition of Faculty and Staff
- New Relationship with Ivy Tech Community College Richmond
- New Co-curricular Activities and Campus Life
- New Campus Diversity Plan

Over this one-year period, the progress made by Indiana University East toward achieving its vision as a growing and stable four-year baccalaureate and master's degree institution was substantial. By increasing revenue and controlling costs, we were able to improve the campus budget condition, plan for the addition of 13 new faculty positions, and even build significant reserves.

Academic Year 2008-09: Mission Enhancement

With the transition of mission relatively complete, the focus of attention in the following year turned to academic and other campus enhancements appropriate for and expected of institutions with that mission. Admission to all associate degrees was discontinued, and responsibility for all courses considered "remedial" was delegated to Ivy Tech Community College. The academic

year 2008-09 saw many enhancements that strengthened further the campus profile and its resource position. Some of these enhancements included:

- New Responsibility Centered Management and Budgetary System
- New Retention Plan
- New Bachelor's Degrees
- New Master's Degree
- New Online Degree Completion Programs
- New Off-campus Sites and Collaborations
- New Intercollegiate Sports
- New Mascot
- New Campus Beautification Initiative

While these types of enhancement will continue to be implemented, we are now poised to seek aggressively national recognition for academic and institutional excellence.

Academic Year 2009-10 and Beyond: Mission Excellence

Building on the momentum of the accomplishments of 2007-09, IU East senior leadership and the campus strategic planning committee have identified goals for 2009-10 and beyond that are aimed at bringing the campus national recognition for excellence in its mission class. These goals are organized around four major themes:

- Excellence in Teaching and Learning
- Excellence in Research, Scholarship and Creative Activity
- Excellence in Civic Engagement and Community Involvement
- Excellence in Resource Development

Under each of the four themes, Goals represent broad categories of achievements necessary to reach the campus Vision within the respective theme. Under each Goal, Objectives provide measurable outcomes that contribute to the achievement of the Goals; progress on outcomes will be monitored and specific targets identified when it might be useful to do so. Under each Objective, Action Items are tasks to be accomplished to meet the Objectives. Each Action Item has a responsible party identified, even though many parties may be involved and required to accomplish an item.

While this strategic plan is intended as a five-year plan, the Goals, Objectives and Action Items will be pursued at the earliest possible time. The timetable is, of course, conditional on the availability of resources, the retention of the responsible party and the absence of unanticipated conflicts resulting from new initiatives or priorities. As such, we anticipate that the plan will need to be revised and updated regularly, most likely on an annual basis.

Excellence in Teaching and Learning

Teaching and learning are at the heart of the IU East mission. As IU East completes the transition to a traditional, full-time baccalaureate and master's degree institution, it must continue to grow in order to achieve the critical mass necessary to provide the highest quality educational experience available in Richmond, at off-campus sites, and online. A guiding principle is that students must persist and succeed in completing their degrees in as short a timeframe as possible.

Recruiting and retention practices must be adjusted to result in a well prepared and diverse student body. The mix of academic programs offered and their delivery must meet the needs of students who will live and work in a global, diverse and technological society. Effective learning environments must be created for students wherever they are – from a traditional 4-year experience at the Richmond campus to the convenience and special services of the regional centers, as well as to an engaging, interactive electronic presence for our online students.

Teaching and learning are undeniably intertwined – the measure of effective teaching is student learning. Assessment of student learning must be integrated into every aspect of campus operations, guided by a program of continuous improvement. Students must leave every course they take feeling that it was an important and high quality learning experience and one they would recommend to anyone else seeking a bachelor's or master's degree. In order to achieve excellence in student learning, those who teach must be supported in their quest for excellence.

Goal 1. Attract and retain a well-prepared and diverse student body.

Objective 1. Increase average SAT/ACT scores of the entering freshmen class and the number who graduate in the top third of their high school class.

Action Items

- Increase admissions criteria to insure preparedness for baccalaureate level work.
- Utilize admission-based merit scholarships to attract top students.
- Update annually and implement aggressively the Campus Recruitment Plan.

Objective 2. Increase the number of students with associate degrees transferring to IU East.

Action Items

- Develop and implement clear pathways from Ivy Tech and other community colleges that provide seamless transfer to IU East baccalaureate programs.
- Collaborate with Ivy Tech and other community colleges on early college initiatives, e.g., Richmond Community Schools Early College High School.
- Develop more degree completion programs on-site at community college campuses.
- Market aggressively online degree completion programs within our region, nationally and around the world.

Objective 3. Increase enrollments in graduate programs.

Action Items

- Package master's degree programs for both quality and convenience.
- Offer selected master's degree programs online.

Objective 4. Increase retention rate, four-year graduation rate and six-year graduation rate.

Action Items

- Update annually and implement aggressively the Campus Retention Plan.
- Fully develop programs and services within University College; optimize academic support functions for the success of all students.
- Create a committee of faculty and staff advisors to set standards and guidelines for academic advising and to monitor implementation.
- Develop models for face to face and online advising for all students and include training and incentives for faculty advisors.
- Implement a campus-wide early alert system.

Objective 5. Increase the diversity of the student body with a focus on underrepresented populations.

Action Items

- Update and implement the Campus Diversity Plan.
- Develop a program for recruitment and retention of Twenty-first Century Scholars.
- Integrate Student Support Services with activities of University College.
- Continue to build and enhance the diversity aspect of the First-year Seminar.

Goal 2. Develop new degree programs and enhance current ones.

Objective 1. Add new degree programs with high enrollment potential.

Action Items

- Develop new bachelor's degrees – e.g., health administration and/or public health, psychology, sociology/anthropology, political science and/or history, mathematics, music, biochemistry, human biology, actuarial science.
- Develop new master's degrees – e.g., nursing, business/management, criminal justice, liberal arts & sciences.
- Develop a 3rd and 4th year clerkship program for IU medical students in collaboration with Reid Hospital.

Objective 2. Enhance the quality and convenience of existing degree programs.

Action Items

- Evaluate curricular and pedagogical structure of all degree programs for convenience of delivery, flexibility of scheduling, and ease of switching majors, as well as educational soundness.

- Evaluate all multi-sectioned courses for sufficient consistency of content, delivery methods and outcomes to satisfy prerequisite expectations of other courses, reduce duplication of course development efforts and provide students with convenience and flexibility.
- Develop a systematic process for continuous program review and improvement.
- Work with the academic schools to develop plans for increasing the number of full-time faculty.

Objective 3. Strengthen the campus position within Indiana University as the leader in online programming.

Action Items

- Add new online degree programs at both bachelor's and master's levels, e.g., mathematics (B.A.), informatics (B.S.), education (M.S.).
- Provide infrastructure for effective administration and implementation of online programs (including new staff as necessary).
- Implement regular support for online course enhancement and development.
- Enter into new agreements with (1) the IU School of Continuing Studies to grow online course options for its students, and (2) community colleges around the country to become the institution of choice for online completion of bachelor's degrees.
- Embed a librarian in every online course site when requested by the instructor.
- Provide 24/7 online library reference service.

Goal 3. Support and enhance effective teaching.

Objective 1. Increase the number of full-time and adjunct faculty participating in professional development activities related to effective teaching.

Action Items

- Provide incentives for faculty to enhance their teaching.
- Support school funding of professional development in best practices of teaching and learning.

Objective 2. Increase effective use of instructional technology.

Action Items

- Develop special programs for part-time faculty to learn the effective use of tools like Oncourse.
- Broaden the set of digital tools and instructional facilities available for faculty to use in their courses.

Goal 4. Support and enhance student learning and engagement.

Objective 1. Increase the amount of time students spend on campus.

Action Items

- Create and maintain an inviting physical environment for both social and academic activities.
- Add new and review current student activities – clubs, student government, Graf Center functions, etc.
- Add intercollegiate sports as feasible.
- Secure funding for a new Athletics and Wellness facility, including the base budget needed for utilities, maintenance and custodial services. (See also Physical Plant Resources, Goal 4, Objectives 1 & 2.)
- Create and enhance communication channels for students, including student newspaper, social networking, message boards, OneStart, etc.
- Provide additional on-campus employment opportunities for students.
- Create campus food services to meet the needs and desires of students.
- Seek alternatives for on-campus student housing, including the base budget needed for utilities, maintenance and custodial services. (See also Physical Plant Resources, Goal 4, Objectives 1 & 2.)

Objective 2. Increase student participation in co-curricular programs.

Action Items

- Build international programs and opportunities for students both on campus and abroad.
- Promote, assess and, if necessary, revise the Honors Program.
- Add more service-learning opportunities.
- Add more student internship opportunities.

Objective 3. Achieve 100% implementation of assessment plans.

Action Items

- Create systematic processes for using program assessment data for improvement of all degree programs.
- Continue to refine the process of data collection and analysis of the General Education curriculum in order to improve attainment of campus learning objectives.
- Create and implement assessment plans for each co-curricular area identified in campus Assessment Academy documents.

Excellence in Research, Scholarship and Creative Activity

Engagement in research, scholarship and creative activity is a key component in the development of a life of learning for students, faculty, administration and staff, and it is critical for meeting the expectations and building the image of the campus as a four-year and graduate institution. A strong program of support for research and creative activity will attract talented new faculty who will strengthen academic programs and contribute to the development of the region as they generate new knowledge and creative works. Students ultimately benefit from having the most qualified faculty available as their teachers and mentors, guiding them in intellectual inquiry and responsible use of knowledge. Accomplishments in this aspect of faculty work need to be recognized and rewarded.

Goal 1. Develop a campus culture of research, scholarship and creative activity.

Objective 1. Increase number of external grants received.

Action Items

- Evaluate and reward faculty annually for grant productivity.
- Collaborate with the IU Office of Vice President for Research to provide training, proposal preparation services, and other forms of support for grant activity.
- Seek grant collaboration with organizations in the region.

Objective 2. Increase number of refereed publications and creative works.

Action Items

- Evaluate and reward faculty annually for publication productivity.
- Support activities such as presentations at conferences that might lead to refereed publications and creative works.

Objective 3. Increase number of undergraduate and graduate students who participate in faculty-led or faculty-supervised research projects.

Action Items

- Increase funding for student research projects.
- Seek external grants to support student research.
- Convert the Information Commons and other Library space in Hayes Hall to a full-fledged Learning Commons, with more rooms for student and faculty-student collaborative project work and study. (See also Physical Plant Resources, Goal 3, Objective 2.)
- Create incentives for faculty to supervise student research or to include students in their own research.

Objective 4. Increase community recognition of scholarly work at IU East.

Action Items

- Disseminate press releases widely.

- Apply for state and national awards.

Objective 5. Build a national and international reputation for IU East through its scholarly and professional activities.

Action Items

- Support faculty and staff to seek leadership positions within their disciplinary and professional organizations.
- Encourage faculty and staff to accept funded invitations to give lectures at renowned universities around the nation and in other countries.
- Invite renowned scholars to visit IU East for faculty, staff and student colloquia.

Goal 2. Provide support and enhanced infrastructure to increase research, scholarship and creative activity.

Objective 1. Expand seed and grant matching funds for faculty research, scholarship and creative activity, including travel, equipment, etc.

Action Items

- Review school and campus budgets to ensure adequate allocation of funding for research, scholarship and creative activity.
- Pursue ongoing seed funds from the IU Office of the Vice President for Research.

Objective 2. Provide additional research and creative work space on campus, and upgrade existing spaces. (See also, Physical Plant Resources, Goal 3, Objective 2, and Goal 4, Objectives 1 & 2.)

Action Items

- Establish a regular schedule for renovations and upgrades of research space.
- Seek funding for a 5th academic building to include space for Science, Nursing, and Education labs, including the base budget needed for utilities, maintenance and custodial services.
- Seek approval and funding for a Fine and Performing Arts Center, including the base budget needed for utilities, maintenance and custodial services.

Objective 3. Develop and strengthen a multi-faceted support system for research, scholarship and creative activity.

Action Items

- Re-position the library to serve faculty research needs better.
- Create student assistantship programs to support faculty research.
- Provide faculty with centralized support for data analysis needs.
- Identify responsibility for maintenance of the informational website on resources and support for faculty research, scholarship and creative activity.

Excellence in Civic Engagement and Community Involvement

IU East was founded by community leaders in east central Indiana and continues to have strong community ties. Feedback from the community guides the development of programs and curricula to meet regional needs and to benefit students who will seek employment in the area. As a four-year and graduate institution, IU East is positioned to play a strategic role in advancing the region, not just educationally, but also culturally and economically. By cultivating partnerships with community entities to further shared goals, it can play a key role in the development of a thriving and growing region. Faculty and staff expertise, the resources of Indiana University, and the involvement of students in community projects can all be leveraged to this end. Students who are involved in community projects will form bonds that will encourage them to remain in the region after graduation, contributing to the well-being of the area and its citizens. Civic engagement of all campus constituents is a critical aspect to realizing this dream and is essential for IU East to fulfill its mission and to respond to identified community needs.

Goal 1. Advance social responsibility and civic engagement as critical aspects of student learning.

Objective 1. Improve results on annual NSSE survey that deal with opportunities for civic engagement and community involvement.

Action Items

- Provide incentives for faculty to incorporate civic engagement and community involvement activities into courses and to supervise community student activities.
- Create an integrated approach and centralized support for student civic engagement and community involvement.
- Seek grant funding to support student civic engagement and community involvement.

Objective 2. Increase public recognition of student civic engagement and community involvement.

Action Items

- Prepare targeted news releases about student activities.
- Apply for awards for institutional civic engagement initiatives.

Objective 3. Increase student participation in campus programs with a civic engagement and/or community involvement mission.

Action Items

- Build a permanent presence for the Center for Service-Learning and for student internships.
- Expand the scope of the American Democracy Project (ADP).

- Develop the community resource center in the Campus Library as a student involvement opportunity.
- Employ IU East students in the campus summer programs for pre-college children/adolescents.

Goal 2. Assume a more prominent leadership and service role in community development/advancement.

Objective 1. Increase the number of engagements of IU East faculty/staff in the community.

Action Items

- Identify strategies for determining needs to be met within the community.
- Reorganize IU East Board of Advisors to better utilize their knowledge, expertise and perspectives on community needs and issues.

Objective 2. Expand types of leadership and service provided by IU East in the community.

Action Items

- Leverage the resources of IU East in the community by sharing faculty and staff expertise.
- Provide incentives for more participation of faculty and staff on community boards.

Objective 3. Increase satisfaction of the community with our services.

Action Items

- Conduct a biennial survey of community attitudes towards IU East community involvement.
- Develop a program of continuous improvement for meeting community needs and providing key leadership.

Goal 3. Develop partnerships with community entities to further shared goals.

Objective 1. Increase the educational attainment of citizens of the region through partnerships with P-12 schools, Ivy Tech, Earlham College and community organizations.

Action Items

- Track regional educational attainment statistics to understand, better, key obstacles and needs.
- Organize and implement activities aimed at plugging the leak points in the regional educational pipeline, e.g., the third grade reading academy.

Objective 2. Increase the number of partnerships and level of participation with community and business organizations.

- Increase and enhance joint programs with Ivy Tech campuses in Richmond, Muncie and Lawrenceburg.
- Build programs with Reid Hospital and Health Care Services, e.g., student health clinic, health information resource center, etc.
- Establish agreements of mutual interest with as many business organizations in the region as possible, giving special attention to student internships.
- Partner with contractors/developers to provide independent housing for IU East students.
- Partner with Ivy Tech, Reid Hospital, the YMCA and other community entities to build a state-of-the-art Athletics and Wellness Center.

Excellence in Resource Development

For IU East to be successful it must not only grow, but also develop and make maximum use of the resources it has in support of its mission. The strategic use of financial, physical plant and human resources to provide the highest quality experience for students must include recruiting and retaining the highest quality faculty available, providing student life opportunities that keep students engaged with the campus, building and maintaining the most inviting facilities and campus grounds possible, updating continuously the campus technology infrastructure, and promoting in all venues an image of a dynamic, modern and friendly institution. All IU East constituents must realize that the future excellence of the institution will depend on their involvement and support.

I. FINANCIAL RESOURCES

Goal 1. Maintain and improve the campus budget condition.

Objective 1. Increase available internal budget resources.

Action Items

- Ensure that every campus office, employee and function is focused on increasing the recruitment and retention of students.
- Continue to review and adjust Responsibility Centered Management budgets to achieve maximum efficiencies.
- Evaluate all campus units for increases or reductions of functions/activities that could contribute to enhanced revenue and/or reduced costs.
- Evaluate both standing and ad hoc faculty committees for potential reduction in number and/or size, so that faculty can give more attention to teaching innovations and research, scholarship and creative activities.

Objective 2. Increase external funding sources.

Action Items

- Seek external and IU grants to supplement campus budget, e.g., Trio grant, research grants, financial aid/scholarship grants, diversity grants.
- Collaborate with IU entities to achieve efficiencies and enhancements, e.g., School for Continuing Studies, Office of Vice President for Research, School of Medicine, IUPUI ID cards.

Goal 2. Establish a sustained and award-winning campus advancement program.

Objective 1. Double annual giving within five years (15% average growth per year).

Action Items

- Develop an automated communication plan (CRM) for all IU East alumni and other prospective donors to the annual gift fund.

- Increase and enhance activities of the IU East Alumni Association with a focus on advocacy, advancement, and admissions.

Objective 2. Develop an active program of planned giving.

Action Items

- Work with the IU Foundation to develop strategies for securing more planned gifts.
- Develop promotional materials and conduct workshops on estate planning for potential donors.

Objective 3. Increase opportunities for major gifts.

Action Items

- Launch a major fundraising campaign (synchronized with IUPUI).
- Identify high priority items for major gift support (Case for Support).
- Engage Arts Advisory Committee and utilize it as a resource for acquiring major gifts for artistic and related campus development.

II. PHYSICAL PLANT RESOURCES

Goal 3. Make beautification and renovation a campus priority.

Objective 1. Increase campus beautification projects.

Action Items

- Continue to evaluate all opportunities to beautify the campus, including creation of a campus sculpture garden.
- Work with the University Architect’s Office to develop a plan for sequencing projects to maximize benefits as quickly as possible.
- Develop a plan to address ongoing cleanliness and safety of campus facilities, including the addition of another custodian during daytime operating hours.

Objective 2. Increase campus renovation projects.

Action Items

- Continue to identify and evaluate renovation needs throughout the campus.
- Develop a five-year plan for renovations, giving some priority to “green” and other energy saving projects, as well as to meeting handicap accessibility standards.

Goal 4. Create a campus that is physically consistent with that of a traditional four-year and graduate institution.

Objective 1. Add new buildings and facilities that are consistent with those expected of a traditional four-year and graduate institution.

Action Items

- Conduct renovations as necessary to accommodate expanded and more attractive food service options.
- Identify and implement alternatives for providing student housing on and/or off campus.
- Develop a new Master Plan for the campus that includes an Athletics and Wellness Center, a fifth classroom and lab building, and a Fine and Performing Arts Center, in addition to residential facilities as appropriate, as well as the infrastructure (roads, parking, utilities, etc.) needed to support them.
- Work with the University Architect's Office to identify "green" and other energy efficient approaches to the design of these facilities to maximize the opportunity for external grants and gifts.

Objective 2. Acquire capital funding for the implementation of the Master Plan.

Action Items

- Keep regional state legislators informed of the Master Plan and of its importance to the future of the campus and the region.
- Seek any grant or gift opportunities that might support the implementation of the Master Plan.

Objective 3. Increase student, faculty and staff satisfaction with campus computing and other information technology services.

- Implement those aspects of the IU IT Strategic Plan that apply to the IU East campus.
- Develop a computer life cycle plan that distributes replacements evenly across three years and meets the needs of all IU East constituents.
- Conduct a biennial survey of student, faculty and staff satisfaction with campus computing and other IT services.

III. HUMAN RESOURCES

Goal 5. Ensure that faculty and staff salaries and compensation are competitive for our class of institution.

Objective 1. Reduce the number of faculty salaries that are below 85% of the average for the rank and discipline.

Action Items

- Implement recommendations of the Faculty Salary Equity and Policy Review Committee as soon as approved by IU and when feasible.
- Conduct an annual review of national faculty salaries in our class of institution to update potential adjustment candidates.

Objective 2. Reduce identified inequities in staff salaries.

Action Items

- Create staff salary review committee and implement recommendations as appropriate.
- Conduct annual review of salaries for equity within IU (using other peer institutions when needed to complete a fair analysis) and update potential adjustment candidates.
- Implement annual staff bonus program when approved by IU and as feasible.
- Augment professional development budgets to help professional staff participate in national conferences in their specialty areas.

Goal 6. Use campus communication tools effectively (1) to keep all employees and constituents informed and updated on campus events, initiatives and resources, and (2) to project a vision of a growing, thriving campus of which all employees and constituents can be proud.

Objective 1. Increase employee and constituent satisfaction with campus communications.

Action Items

- Continue to enhance the IU East website using the latest tools and best practices, identifying responsibility for accuracy and updates of all pages.
- Conduct a survey of employee and constituent perceptions of effectiveness of campus communication tools, including email messages, newsletters, meetings, web announcements, etc.

Objective 2. Increase perceived alignment of campus vision with marketing and public relations materials.

Action Items

- Communicate broadly to all employees and constituents the vision for the campus over the next five years.
- Conduct a survey or poll of employees and constituents to determine how well marketing and public relations materials convey the vision for the campus.