Section 1: Status of Strategic Planning and 2006-07 Progress on Campus Goals

Please describe briefly the current status of your strategic planning efforts including the progress that was made in 2006-07 toward campus goals and objectives. Include as an attachment the most current version of your campus plans and any recent status reports.

1. Develop and deliver current on-line courses and programs with an eye toward flexibility, academic quality and student success, and expand offerings accordingly.

   **Accomplishments**
   - Added on-line courses for a complete B.S. in Business Administration.
   - Realized 18% of all course sections in the spring 2007 as on-line courses.
   - Added staff positions to support distance education initiatives, including a Distance Education Coordinator and an Instructional Design Specialist.
   - Opened discussions with the new Dean of the School of Continuing Studies to incorporate IU East courses into the SCS distance education program.
   - Received Trustees’ approval for a reduced out-of-state tuition rate for online courses.

2. Pursue, proactively, strong relationships with Ivy Tech, and aggressively recruit transfer students with a goal of doubling transfer admissions.

   **Accomplishments**
   - Completed development of state-wide course and program articulation agreements with Ivy Tech and Vincennes.
   - Established a Dual Admissions agreement with Ivy Tech Region 9.
   - Set up a one-day-a-week IU East transfer office at Ivy Tech Region 9. (Enrollments of transfer students are not yet final for the fall 2007 semester.)
   - Established scholarships for Ivy Tech associate degree graduates to attend IU East.
   - Negotiated an expansion of Ivy Tech Region 6 programs at The Danielson Learning Center in New Castle and expanded Ivy Tech support for the facility.
   - Reduced operating costs for Connersville programs by entering into a comprehensive service agreement with Ivy Tech Region 9.
   - Established an RN to BSN program at Ivy Tech Lawrenceburg (Region 11) with the support of a $30,000 grant from the Dearborn County Foundation.
   - Terminated three associate degree programs (ASN, AA and AS in Computer Science).
3. Create an institutional research capability, with a special focus on developing, analyzing and reporting accountability/assessment metrics and supporting academic program and enrollment management.

Accomplishments

- Did not accomplish this goal. The enrollment and budget shortfall experienced by the campus required eliminating the position that had been identified for conversion to a Director of Institutional Research.
- Joined the IU engagement with the Hanover Research Council and requested a number of studies.
- Worked with the IU Office of Institutional Research, Accountability and Planning on a number of data analysis projects.

4. Formulate and implement a comprehensive, campus-wide approach to enrollment planning and management, to include demographic analyses and projections, targeted marketing strategies, financial aid management and admissions practices, cost/revenue analysis of “academic products”, purposeful product development, and aggressive retention initiatives.

Accomplishments

- With the assistance of the President’s office, hired Noel-Levitz to implement best practice enrollment services to improve fall 2007 enrollment and develop a comprehensive Enrollment Management Plan. Noel-Levitz is also conducting a market analysis of the IU East service region.
- Conducted major revision of admissions practices and implemented a new student orientation program.
- With Ivy Tech Region 9 and Purdue’s School of Technology in Richmond, participated in bringing the largest number of students to the Richmond Higher Education Park in its history.
- Submitted a proposal to the Ohio Board of Regents to offer the RN to BSN program at Good Samaritan Hospital in Dayton.
- Received final approvals from the Indiana Commission for Higher Education, the State of Indiana Division of Professional Standards, and the Higher Learning Commission to implement IU East’s first master’s degree program, an M.S. in Education. The first cohort started the program during the summer session 2007.
- Implemented a complete redesign of the campus website. In a partnership among the Marketing Office, Information Technology and the IU Office of Creative Services, the IU East website was completely redesigned and was in place by the end of June, 2007. The site now includes a separate recruitment page to provide information about the campus to prospective students and their parents as well as student and faculty blogs and an on-line campus tour. The main site was redesigned for a new look, ease of navigation, and increased standardization.
- Launched the “SUCCESS” marketing campaign (website, newspaper ads, billboards, radio spots) to promote success stories of alumni, students and faculty.
5. Engage in a campus reorganization effort with a special focus on creating a “College of Excellence” for first and second year students, to include a review of the structure and processes of Student Success, Campus Life, Career Services, Off-campus Centers, and Teaching and Learning (including distance education support).

Accomplishments

- Graduated the largest class in IU East’s history.
- Established a first-year learning communities program as a major initiative to improve student success and retention (called the “LinC” program rather than a “College of Excellence”); created a support structure for this initiative.
- Completed a major reorganization of the student success, career services, off-campus centers, and distance education support functions, including the Teaching and Learning Center and the IU East Library.
- Restructured an interim Dean of Students Office, with changes in campus life and athletic programs to follow.
- Combined Enrollment Services with Academic Affairs, and augmented the financial aid and admissions functions.
- Initiated the application process for joining the National Association of Intercollegiate Athletics (NAIA).

Section 2: Priority Goals for 2007-08

Identify your highest priority objectives for the coming year and the measures or evidence you will use to assess progress toward attaining those objectives.

PREFACE: As of July 1, 2007, IU East is under new leadership at the Chancellor level. As such, the goals and strategies for the campus are evolving as they are being reviewed and discussed. Review and discussion is taking place in the context of the IU East Review Task Force Report. The following goals may, therefore, be revised and/or augmented over the next few months.

1. Review and restructure administrative and academic units to provide for more efficient and effective leadership of key campus functions. Specific goals include:
   
   - Review and modify the campus administrative structure from the operational through the senior levels to provide a more consistent approach to the management of services and personnel.
   
   - Clarify the roles and responsibilities of academic division heads with respect to student recruitment and retention, academic program quality and flexibility, and faculty accessibility and performance, restructuring academic divisions and their administration as appropriate.
   
   - Create and fill the position of Executive Director of External Relations and Marketing who, among other responsibilities, will provide leadership in developing a systematic approach to the branding of IU East and communicating consistent messages across all media.

2. Develop and implement an Enrollment Management Plan to guide recruitment and marketing efforts for fall 2008 and to set strategies for long-term enrollment stability. Of particular importance is identifying the student markets to be given special recruitment
and marketing attention in both the short-term (next year) and the longer-term (next five years). Specific goals include:

- Increase fall 2008 enrollments of beginner and new transfer students by 50 and 20 respectively over 2007 levels. (Note that these goals will be reviewed and revised through consultations with Noel-Levitz during the months of August and September 2007.) The goals for fall 2007 are 350 beginners and 175 transfers.
- Stabilize overall enrollment at 44,450 credit hours, at least, for 2008-09. The goal for 2007-08 is 47,238 credit hours.
- Develop a financial aid strategy to support recruitment and diversity goals.
- With support from the President’s office, implement an aggressive approach to marketing that focuses on name recognition as a bachelor’s/master’s institution, image as a traditional college campus (even if non-residential) with high quality “destination” programs, and recruitment of traditional age students, i.e., enhanced market share of recent high school graduates.
- Develop and monitor a systematic approach to the review, updating and improvement of the IU East website.

3. Develop and implement a Student Retention Plan that addresses low campus retention and graduation rates. Specific goals include:

- Work with the Office of University Planning, Institutional Research and Accountability to establish meaningful retention goals for 2008-09.
- Continue to implement retention initiatives through enhanced first-year learning communities, early warning systems, intrusive intervention strategies, and student engagement opportunities.
- Create improved systems for tracking student progress and identifying students at risk of attrition.

4. Develop and implement an Academic Affairs Strategic Plan that responds to the recommendations of the IU East Review Task Force Report and other opportunities. Specific goals include:

- Prepare for the President and Board of Trustees a response to the IU East Review Task Force Report that includes a proposal package of new and revised degree programs and an academic structure that provides for more effective leadership of campus degree programs.
- Research alternative program delivery modes to include opportunities for block scheduled, on-line, accelerated, off-campus and weekend delivery for implementation in 2008-09.
- Create an incentive and performance evaluation package for full-time faculty that addresses urgent campus needs, to include considerations for reduced teaching load, enhanced grant production, increased publication of research results and/or exhibition of creative works, enhanced program enrollments, greater accessibility to students, more effective student advising and counseling, significant
responsibility for retention initiatives, involvement in community initiatives and participation in co-curricular activities.

- Enhance even further IU East connections with the K-12 schools in its service region, including visits to and projects with the schools by faculty, staff and students, joint grant ventures with the schools, dual enrollment courses and special events for high school students on campus, and special programs for elementary and middle school students on campus.

5. Develop and implement a Diversity Strategic Plan that addresses recommendations made in the “Enhancing Minority Attainment: A Diversity Assessment and Action Plan for IU Campuses” report of 2006-07, giving special attention to creating a more inclusive work and study environment for faculty, staff and students. Specific goals include:

- Implement IU East’s new general education requirements in the fall 2007, including the multicultural diversity requirement.
- Create a campus Commission on Civility and Diversity to develop a program of expectations and activities that would involve the participation of all faculty staff and students no later than 2008-09.
- Add a diversity section to the annual faculty service report to be implemented for the 2008 evaluation cycle.
- Review and revise faculty and staff hiring procedures to provide greater emphasis on developing diverse pools of qualified applicants.
- Review and revise financial aid, scholarship, advising and mentoring strategies for the recruitment and retention of students from underrepresented populations.
- Implement best practices with respect to student support and co-curricular activities aimed at engaging students from underrepresented populations in the campus and in their own learning and success.

6. Create a formal agreement with Ivy Tech Region 9 that clearly delineates the missions of Ivy Tech, IU East and Purdue College of Technology at the Richmond campus.

Section 3: Relationship between Campus and University Goals

Please comment on the degree of fit between your campus goals and the university goals as last presented to the Board of Trustees and listed below. In what ways could the university goals and objectives be shaped to better accommodate the strategic goals and objectives for your campus?

University Strategic Goals and Enduring Objectives

<table>
<thead>
<tr>
<th>Strategic Advancement</th>
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<tbody>
<tr>
<td>Advance IU’s distinction in the life sciences, information technologies, and global engagements</td>
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<tr>
<td><strong>IU East Campus Goals that represent a fit with University Goals:</strong></td>
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<tr>
<td>• Research and develop proposals as appropriate for a BS in Health Sciences</td>
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<tr>
<td>• Implement the BS in Informatics</td>
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</tbody>
</table>
- Establish joint programs with IUPUI’s life/health sciences programs

**Note:** More University attention to the development of the Life Science, Information Technology and Global industries in east central Indiana through funding support for new bachelor’s degree programs would strengthen the fit between IU East Campus Goals and University Goals.

Expand the impact and visibility of IU’s contributions to the economic, social, and cultural advancement of Indiana

**IU East Continuing Initiatives in east central Indiana that represent a fit with University Goals:**
- Continue to offer community access at no cost to the IU East Art Gallery, Lively Arts cultural entertainment series, Whitewater Valley Art Competition, and other musical, theatrical and guest lecturer events
- Continue a strong emphasis among students, faculty and staff on service learning and community volunteer activities, and on the application of faculty expertise to social needs in the region
- Continue to develop the IU East Center for Entrepreneurship as a driver of economic development in east central Indiana

**Note:** More direct involvement of the University in helping to make IU East a major player in the economic development of east central Indiana would strengthen the fit between the goals of the IU East Center for Entrepreneurship and University Goals.

Ensure that an IU education is affordable and accessible to all qualified Hoosiers

**IU East Campus Goals that represent a fit with University Goals:**
- Research and plan program delivery modes that enhance accessibility with special attention to block scheduled, accelerated and weekend programs
- Research reduced tuition options for full-time students taking 15 credits or more

**Note:** Reduced tuition options are risky and extremely difficult to implement given IU East’s financial situation and in particular its low state appropriation relative to other IU regional campuses.

Improve the preparation of traditionally under-served students for college success in collaboration with the K-12 sector and other postsecondary institutions.

**IU East Continuing Initiatives that represent a fit with University Goals:**
- Continue the Teacher Mentor Training program with K-12 schools in east central Indiana
- Continue to produce the most recruited graduates for K-12 teacher positions in east central Indiana
- Continue to support dual credit, dual enrollment and early college initiatives to the extent that they fit the IU East and IU mission, with a special emphasis to on-campus dual enrollment opportunities for high school students

**Note:** IU East supports the University goal of preparing under-served students for college success through participation in K-12 education as well, if not better than, any IU campus.

Improve course and program articulation among IU campuses and between the two-year sector and IU.

**IU East Campus Goals that represent a fit with University Goals:**
- Develop relationships with Ivy Tech to encourage student transfer to IUE, including scholarships for transfer students, promotion of dual admissions and financial aid consortium programs, and IU East dual enrollment courses
- Implement new partnership agreements with Ivy Tech in Connersville and New Castle

**Note:** A more formal agreement between IU and Ivy Tech with respect to the distinct missions of Ivy Tech Region 9, IU East and Purdue College of Technology on the Richmond campus is needed for
these three institutions to maximize the service provided to the communities they serve.

### Core Mission Activities

**Advance academic program quality**

*IU East Campus Goals that represent a fit with University Goals:*

- Implement fully the campus initiatives formulated as a member of the NCA-HLC Academy for the Assessment of Student Learning
- Review and revise faculty teaching load to encourage more faculty involvement in research and creative activities that enhance disciplinary knowledge and teaching quality
- Reduce the overall number of course sections taught to increase the percent taught by full-time faculty

*Note:* While the last two goals above appear to be somewhat contradictory, they would be put into a comprehensive package with respect to faculty work that would enhance overall academic quality.

**Promote student learning, progress, and achievement**

*IU East Campus Goals that represent a fit with University Goals:*

- Implement an expanded set of first-year learning communities with a focus on student success and achievement
- Focus campus co-curricular activities on student engagement, learning and success, including new student orientations, cultural diversity initiatives, student clubs, student government, service learning, community service and first-year experiences

*Note:* These goals represent a major priority for the IU East campus.

**Expand the scope and impact of research, scholarship, and creative activity**

*IU East Campus Goals that represent a fit with University Goals:*

- Increase incentives for faculty involvement in grant-funded research
- Increase attention in annual performance evaluations to the publication of research results and the exhibition of creative works of tenured and tenure-track faculty

*Note:* These goals will require an adjustment of teaching load, currently the highest of any IU regional campus.

**Ensure a diverse and inclusive environment for intellectual, professional, personal, and organizational development**

*IU East Campus Goals that represent a fit with University Goals:*

- Develop and implement a Diversity Strategic Plan for the campus, focusing on the recommendations of the “Enhancing Minority Attainment: A Diversity Assessment and Action Plan for IU Campuses” report of 2006-07, with special attention on creating a more inclusive work and study environment
- Review and revise the hiring practices for faculty and staff, with special attention to developing diverse pools of qualified applicants

*Note:* Salary support from the University for enhancing the diversity of faculty and staff at IU East would significantly strengthen the fit with the University Goals for diversity.

### Operational Accountability

**Advance the University’s missions and strategic objectives through the efficient allocation of available resources**

*IU East Continuing Initiatives that represent a fit with University Goals:*

- Continue to implement procedures for reducing campus accounts receivable and debt write-off
- Continue to implement the efficiency measures, including the reductions of administrative staff, identified in 2006-07 to help balance the campus budget

**Note:** The fit between IU East Campus Goals and University Goals could be strengthened significantly if the University would permit financial practices that are different for the regional campuses from the other campuses, particularly with respect to administrative withdrawals and the staggered distribution of financial aid.

<table>
<thead>
<tr>
<th>Assure financial integrity and responsible use of public and private resources</th>
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<td><strong>Note:</strong> Given the financial situation at IU East, the responsible use of all public and private resources is of the highest priority. The campus welcomes and encourages audits of all aspects of its financial operations and solicits any and all recommendations for improvement.</td>
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<table>
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<tr>
<th>Recruit and enroll students as appropriate to campus missions and capacities</th>
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<td><strong>IU East Campus Goals that represent a fit with University Goals:</strong></td>
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<td>- Operate best practices in enrollment services as recommended by Noel-Levitz consultants</td>
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<tr>
<td>- Tighten admissions standards with respect to students needing remedial course work in reading and writing, while offering refresher programs in these subject areas and in mathematics for students who have been away from high school for awhile</td>
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<tr>
<td>- Increase enrollments of beginner and new transfer students by 50 and 20 respectively over fall 2007 levels</td>
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**Note:** The provision of support for marketing and recruitment efforts from the University as recommended in the IU East Review Task Force Report would greatly enhance the possibility of accomplishing these goals.

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<td>- Review and modify the campus administrative structure from the operational through the senior levels to provide a more consistent approach to the management of services and personnel.</td>
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**Note:** IU East is under new leadership, bringing a special emphasis on recruitment, marketing, retention and “customer service”, and on efficient academic programming. In partial response to the IU East Review Task Force Report recommendations, the campus will submit to the President and Board of Trustees a proposal package that includes new and revised academic programs and an academic and administrative structure designed to provide more effective leadership of campus programs and services.