

IUPUI Mission-Related Goals and Action Steps

~ Integrating Content from the Academic Plan ~

Excellence in Teaching and Learning

- I. Attract and support a better prepared and a more diverse student population.
 - A. Improve the academic quality of the undergraduate student population.
 1. Develop admission processes for first-time freshmen and transfer students that are designed to improve the overall quality of the student population.
 2. Implement scholarship and financial aid policies that will support the recruitment and retention of high-ability students.
 3. Offer free summer preparatory courses for newly admitted at-risk students.
 4. Offer a Summer Bridge Program that supports entering students' transition to the university.
 5. Continue to raise the required level of preparedness for entering students, referring those students with deficiencies to Indiana community colleges.
 6. Transform the Honors Program into the IUPUI Honors College and launch the Honors Professional Admissions Program.
 - B. Increase the proportion of out-of-state and international students in the undergraduate student population.
 1. Aggressively recruit out-of-state and international students in order to increase academic diversity and to give Indiana students a broader perspective.
 2. Develop scholarship programs that enable and encourage out-of-state and international students to enroll at IUPUI.
 - C. Increase the proportion of historically underrepresented minority students in the undergraduate student population.
 1. Aggressively recruit and enroll minority students to be commensurate with the proportion of those students graduating from high schools in the state and IUPUI service area.
 2. Invest in programs that promote diversity in the student population.
 3. Undertake community outreach activities and partnerships with local high schools to increase student diversity.
 4. Increase funding available for students from diverse backgrounds with unmet financial need.

- II. Enhance undergraduate student learning and success.
 - A. Undertake a campus-wide effort to address retention and graduation issues in a systematic, sustained fashion by prioritizing initiatives, coordinating efforts, and providing ongoing assessment tied to attainable goals.
 - 1. As part of campus-wide retention initiatives, continuously assess their effectiveness and identify factors associated with student success.
 - 2. Develop a coordinated array of programs to deal with factors related to student success.
 - B. Continue to implement powerful pedagogies (i.e., best practices) that have been shown to promote student learning and success.
 - 1. Implement and/or continue initiatives such as: sampler courses, summer programs and courses, aggressive advising, learning communities, and first-year and senior experience courses.
 - 2. Assist faculty in developing the skills required to respond effectively to the needs of IUPUI students.
 - C. Increase baccalaureate degree recipients' knowledge and skills related to the Principles of Undergraduate Learning (PULs).
 - 1. Continue to implement the PULs across the curriculum.
 - 2. Implement "My IUPUI Experience," which incorporates the Personal Development Plan and integrates the PULs in curricular and co-curricular experiences.
 - 3. Provide support and professional development for faculty members as they implement the PULs in courses.
 - 4. Develop electronic portfolios and other direct measures for systematically assessing student learning related to the PULs.
- III. Support and enhance effective teaching.
 - A. Recruit, promote, and retain diverse tenured and tenure-track faculty members who are excellent in the classroom by emphasizing and rewarding effective teaching.
 - 1. Aggressively recruit, promote, and retain diverse faculty members and reward effective teaching.
 - 2. Increase the flexibility of faculty appointments.
 - 3. Provide support and professional development opportunities that improve instruction.
 - 4. Continue to support the Consortium for Learning and Scholarship.

- B. Increase and strengthen students' internship, international, undergraduate research, and service learning experiences.
 - 1. Implement the RISE initiative by challenging undergraduate students to have one or more of the following: **R**esearch experience for undergraduates, **I**nternational exposure like study abroad, **S**ervice and **E**xperiential learning via internships and community engagement.
 - 2. Increase departmental initiatives to redesign curriculum to engage students in experiential learning.
 - 3. Engage in and support interdisciplinary work that addresses complex community issues.
 - 4. Document outcomes of experiential learning opportunities and scholarship in peer-reviewed, professional forums and publications.
- IV. Provide effective professional and graduate programs and support for graduate students and post-doctoral fellows.
- A. Achieve national and international recognition of the quality and extent of graduate programs at IUPUI.
 - 1. Increase graduate enrollment, particularly doctoral enrollment.
 - 2. Increase diversity at all levels of graduate and professional programs.
 - 3. Increase the proportion of active researchers among the graduate faculty.
 - B. Expand graduate programs in areas of national focus, regional demand, unique campus resources, and expertise.
 - 1. Increase the number of graduate programs, particularly at the doctoral level.
 - 2. Develop new graduate degree and post-baccalaureate certificate programs to meet local, state, national, and global needs.
 - C. Expand employment possibilities for students completing graduate programs at IUPUI.
 - 1. Increase opportunities for internships as part of graduate education.
 - 2. Expand mentorship opportunities for graduate students and post-doctoral fellows.
 - D. Improve administrative and business practices to support graduate education.
 - 1. Expand the number of scholarships and fellowships available to graduate students.
 - 2. Increase funding levels of IUPUI graduate scholarships and fellowships.

Research, Scholarship, and Creative Activity

- I. Conduct world-class research, scholarship, and creative activity relevant to Indianapolis, the state, and beyond.

- A. Continue to fund Signature Centers and new promising initiatives as a means of supporting the interdisciplinary collaboration of faculty with common research interests.
 - B. Implement a variety of other action items to enhance research, scholarship, and creative activity.
 - 1. Hire foreign adjuncts for brief periods to enrich research and teaching.
 - 2. Actively seek external funding to support graduate student training, and support faculty efforts to obtain such funds at both the school and campus levels.
 - C. Increase the diversity of research scientists and scholars.
 - 1. Develop mechanisms to recruit visiting faculty from underrepresented groups in order to increase diversity among scientists and scholars.
 - 2. Adopt programs and practices that have been shown to produce more minority PhDs.
 - 3. Encourage a multi-cultural visiting research scientist program.
- II. Provide support to increase scholarly activities and external funding.
- A. Use start-up funds to recruit faculty and promote research and scholarly activity.
 - 1. Recruit senior faculty by having deans guarantee return of funds from indirect cost recoveries to researchers for a period of three years.
 - 2. Allocate campus administrators' share of indirect cost recoveries to the Office of the Vice Chancellor for Research to support start-up funds in strategic partnerships with schools.
 - B. Streamline reporting lines and the assessment of research centers.
 - 1. Document current practices and share information about new strategies with deans.
 - 2. Clearly distinguish between "campus-wide" centers and "school" centers in center policies and establish an IUPUI committee to provide advice on policies and implementation strategies.
 - 3. Institute regular program reviews of IUPUI centers, taking proper account of the differences in center structures and purposes in different disciplines.
 - C. Promote interdisciplinary research.
 - 1. Create infrastructure (e.g., Faculty Annual Reports, a database of shareable equipment, common colloquium calendar, etc.) that provides opportunities for collaboration and sharing.
 - 2. Reward interdisciplinary research through promotion and tenure reviews and through sabbatical leaves.
 - 3. Grant graduate degrees that are interdisciplinary.

4. Develop new PhD programs that are interdisciplinary.
 5. Develop procedures that facilitate interdisciplinary hires.
 6. Create cross-disciplinary mentoring programs for new faculty.
- D. Provide grant-matching and bridge funds to support research.
- E. Provide early assurance to faculty writing proposals involving matching funds that institutional funds will be available.
1. Provide bridge funding to productive faculty.
- III. Enhance infrastructure for scholarly activity.
- A. Provide adequate space for research on campus.
1. Continue work on a Master Space Plan to support the needs for research and creative space.
 2. Communicate space needs to the public more openly and make space needs a priority in fundraising campaigns.

Excellence in Civic Engagement, Locally, Nationally, and Globally

- I. Enhance capacity for civic engagement.
- A. Continue to implement the TRIP (Translating Research into Practice) Initiative.
1. Increase the level of entrepreneurial activity among IUPUI faculty and administrators.
 2. Strengthen science, engineering, and technology programs, particularly within the life sciences, to enable IUPUI to respond quickly and flexibly to new opportunities created by new emerging technologies.
- B. Demonstrate support for civic engagement in all aspects of institutional work.
1. Give sustained voice through publicity, speeches, publications, editorials, and other public representations to the academic importance of civic engagement as a means for fulfilling campus mission.
 2. Expand internal resources and secure external resources to support civic engagement activities according to the mission of each campus unit.
 3. Provide effective faculty and professional development activities (e.g., workshops, incentive grants, release time, sabbaticals, seminars) focused on civic engagement and public leadership skills.
 4. Recruit faculty, staff, and students who advocate for the role of civic engagement in the mission and life of the campus.
 5. Sustain and improve promotion and tenure guidelines and annual administrative reviews that assert the legitimacy of scholarship based on community engagement.
- C. Document the quality and quantity of civic activities.

1. Update the 2002 Civic Engagement Inventory via collaborations among Web developers and staff in Planning and Institutional Improvement (PAII), External Affairs, UITS, the Center for Teaching and Learning, the Center for Service and Learning, and University College.
2. Phase in the collection of civic engagement information via the Faculty Annual Report system.
3. Develop a database to document IUPUI translational research.
4. Conduct research on civic educational outcomes for students engaged in experiential learning (e.g., field experience, internships, service learning, study abroad, undergraduate research).
5. Document staff, student, and faculty involvement in civic engagement activities.

II. Enhance civic activities, partnerships, and patient and client services.

A. Increase the number of campus-community partnerships.

1. Increase diverse civic engagement partnerships that vary in scale and formality.
2. Increase civic engagement partnerships that have clearly defined goals and desired outcomes.
3. Enhance cross-disciplinary partnerships with the community that involve faculty, staff, and students.
4. Enhance co-curricular opportunities on and off campus for students to contribute to the civic welfare and common good of communities.

B. Strengthen the nature and quality of campus-community partnerships.

1. Involve communities in developing, implementing, managing, and evaluating civic engagement activities that are mutually beneficial, innovative, equitable, and responsive.
2. Include evaluation of civic engagement activities during campus program reviews and accreditation.

C. Increase community access to campus resources.

1. Host educational, cultural, and recreational events (e.g., science fairs, Model United Nations, Race for the Cure, etc.) on campus.
2. Provide Web sites and data bases of campus resources and expertise to increase community use of campus resources.
3. Create a Visitor's Center and increase campus tours to inform others about campus resources and educational programs.
4. Provide educational programs to increase public awareness of campus resources.

D. Strengthen linkages with K-12 education.

1. Double the enrollment in science and mathematics teacher education by Fall 2009 in order to meet at least 50% of the projected need for teachers in Central Indiana.
2. Implement mechanisms to increase enrollment and improve retention of beginning teacher education students and nontraditional Transition to Teaching (T2T) students.
3. Establish a P-20+ Council with campus and community representation to coordinate IUPUI's initiatives with Preschool-12 schools and other community organizations.

III. Intensify commitment and accountability to Indianapolis, Central Indiana, and the state.

A. Establish widespread community participation in the development and implementation of IUPUI's civic engagement in Indianapolis and Central Indiana.

1. Promote IUPUI's civic engagement to civic leaders and residents through publicity, forums, and speeches.
2. Obtain commitment of resources for civic engagement.
3. Establish community participation in a Civic Engagement Council focused on IUPUI's civic engagement in Indianapolis and Central Indiana.
4. Conduct faculty and staff development workshops focused on the local agenda.
5. Promote civic engagement through community advisory boards in schools and units.