INDIANA UNIVERSITY COLUMBUS

2030
STRATEGIC PLAN

STUDENT SUCCESS AND OPPORTUNITY

TRANSFORMATIVE RESEARCH AND CREATIVITY

SERVICE TO STATE AND BEYOND

STUDENT SUCCESS & OPPORTUNITY

GOAL 1: INTEGRATE UNDERGRADUATE HIGH IMPACT EXPERIENCE FOR ALL UNDERGRADUATES

In considering integration of high impact experiences for all undergraduates, we connected with several faculty and staff engaged in existing practices. We learned that several high impact experiences already are integrated, for instance many capstone courses are also writing intensive or involve collaborative learning. However, a theme emerged from the conversations encouraging IU Columbus as a campus to move towards a learning community approach for first-year students. Faculty and staff discussed strategies to create cohort models and themed learning coursework that would create such an approach. A learning community would naturally integrate practices such as a first-year seminar, collaborative learning, and writing intensive coursework. Other strategies that emerged include intentionally creating internship and practical experiences on campus; and examining and removing barriers for engaging in service learning.

Strategic Objectives	Recommended Actions to Accomplish Objective (up to 3 per Objective)	Positions/Group(s) Responsible for Implementing Recommendations	Metrics to Evaluate Progress and Target(s) for Determining Success
Unify undergraduate high impact experiences and adapt practices to address diverse campus student constituencies, such as adult learners, commuters, traditionally-aged students, etc	• Integrate collaborative projects and work into the FYS as part of Learning Community • Pilot Math and Writing courses as part of Learning Communities	• UCOL, Academic Divisions, Registrar	• Improve NSSE data that demonstrate first-year students recognize their engagement in service learning from 53% to 63%, and first-year learning community participation from 6% to 10%.

GOAL 2: STRENGTHEN STUDENT ENROLLMENT

As we face a world with many challenges to enrollment, from the enrollment cliff to post-COVID changes in society, and negative attitudes towards higher education, we considered carefully what priorities we have in this area. By using data from the state-level, and our local UIRR office, we consider five approaches to strengthening student enrollment.

Strategic Objectives	Recommended Actions to Accomplish Objective (up to 3 per Objective)	Positions/Group(s) Responsible for Implementing Recommendations	Metrics to Evaluate Progress and Target(s) for Determining Success
Improve Yield of Admitted Students to Enroll	• Have improved and implemented a comprehensive communication plan and will continue to improve on this • Division involvement with recruitment • Develop training for recruitment for IU Columbus– ongoing touchpoints of our strengths (e.g., SIM lab, updates in programs)	• OCM, Admissions & Recruitment, Academic Divisions	• Increased yield rate from applicants, and admits to enrolled in line with top 25% of IU regional campuses.
Integrate enrollment plans with retention, graduation, and DEI plans specifically	• Strategically growing the pipeline – increasing student populations such as Latinx, Black, 1st generation… • Support traditional and nontraditional students/scholarships	• Admissions & Recruitment, OCM, Students Affairs, Academic Divisions	• Increased enrollment of diverse students in line with/exceeding regional profile
Based on both the College Readiness Report and College Equity Report from ICHE, enhance	• Expand enrollments for transfer students	• Academic Divisions, Enrollment Management, Academic Advising	• Increased enrollment of transfer students in line with top 25% of IU regional campuses.

early college, transfer articulations, and TSAP pathways.	• Ensure appropriate match between TSAP and four-year plan • Reimagine our approach to transfer orientation		
Analyze the health of current student enrollment and plan for enrollment in alignment with strategic plan	• Study why students attend IU Columbus • Leverage our first-year student survey	• IRDS/UIRR, Enrollment Management	• Improve Entering Student Survey satisfaction indicators for first-generation students from 2.5 to 2.75 on the 3 point scale.

GOAL 3: INCREASE RETENTION AND GRADUATION RATES

At its core, the entirety of this pillar of our campus strategic plan aims to increase retention and graduation. Each of the other areas in this plan will bolster retention and graduation. However, as we considered this aspect of the plan, we asked students, faculty, and staff for input, and examined existing campus resources. Our planning committee determined that we do not necessarily lack resources to support students, rather students do not connect with existing resources as one would hope they would. We propose working to continuously improve communication about resources to aid in connections. We also propose auditing existing resources and barriers to accessing them. While as staff and faculty we know how to find resources, not all students do. We seek to engage in auditing students' needs and barriers to accessing resources and then work to address challenges.

Strategic Objectives	Recommended Actions to Accomplish Objective (up to 3 per Objective)	Positions/Group(s) Responsible for Implementing Recommendations	Metrics to Evaluate Progress and Target(s) for Determining Success

Connect students to holistic supports for success	• Assess students' preferred modes of communication and what resources do students need • Continuously monitor channels to best communicate with students • Promote communication of resources with faculty and staff • Assess fit of existing supports	• OCM, UCOL • UCOL – entering student survey • All offices offering supports, in connection with faculty and staff • Office of Academic and Student Affairs	Increase utilization of academic support services (Academic Resource Center from 70 to 80 student tutoring sessions for year 1, 80 to 90 sessions for year 2, 90 to 100 sessions by year 3, and 200 sessions by 2030). Graduation rates in top 25% of peer group. Retention rates in top 25% of peer group.
Increase financial aid available to students	• More effectively communicate scholarship and financial aid opportunities • Develop more scholarships for completion and for returning students • Assess challenges students have in accessing services and create action plans • Assessment of barriers administered, analyzed, and plan created to reduce barriers	• Gift Development • Financial Aid • Office of Academic and Student Affairs	• Increase total dollars spend on need-based aid in line with IU Indianapolis • Increase number and amount of externally funded scholarships in line with IU Indianapolis • Increase in applicants for scholarships in line with IU Indianapolis

GOAL 4: IMPROVE EQUITY AND INCLUSION

Strategic Objectives	Recommended Actions to Accomplish Objective (up to 3 per Objective)	Positions/Group(s) Responsible for Implementing Recommendations	Metrics to Evaluate Progress and Target(s) for Determining Success
Increase recruitment, retention, and graduation for underrepresented students	• Connect with organizations serving low-income families • Connect students with resources at IU Columbus and in the community • Scholarships or Financial support	• Student Affairs • Advisors • Admissions • Faculty	• Enroll, retain, and graduate underrepresented students in line with the top 25% of peer institutions.
Enhance diversity programming on campus	• Council of Diversity and Inclusion • Create spaces for minorities like First-generation students • Celebrate diversity and inclusion-Juneteenth, Hispanic Heritage month	• Student Affairs	• Increase number of students participating in programs and events annually by 5%. • Sustain a minimum of 5 diversity programs annually
Recruit and retain qualified and diverse faculty, and staff	• New strategies to recruit a more diverse administrative staff and faculty • Representation of faculty and staff in leadership positions and committees • Promote a welcoming and supportive environment for faculty, staff, and students • Ensure that opportunities exist for diverse faculty and staff to serve on	• HR (Human Resources) • Academic and Student Affairs	• Increase average number of job applicants by 10% per posting

	representative committees and in leadership positions		

GOAL 5: ENHANCE UNDERGRADUATE CAREER OUTCOMES

The Career Outcome Rate* at IUPUC increased from 92.9% in 2018-19 to 98.9% in 2021-22, though the rate of graduates accepting full-time employment has decreased. In addition, the number of students who are continuing their education has increased. This is indicative of a majority commuter student population that views the college experience as transactional: they attend IU Columbus to get a degree so that they can have a better career outcome.

While success rates in terms of statistical outcomes are important, it is equally important that we prepare students to succeed at whatever path they choose. With that in mind, a multi-faceted approach is necessary to facilitate student success.

Helping Students Discover Their Path
According to a 2017 NCES report, 30% of students change their major during the first three years. With that in mind, we should look to implement and enhance programs that help students determine a career path while they are still in university college. The Career Services Office currently provides career assessment services to students, along with a variety of other services throughout the student's academic career including resume writing, job searches, and career fairs. With the advent of The Bridge, a new space created in the Campus Learning Center by the Community Education Coalition, IU Columbus should increase the visibility of the Career Services Office and perhaps expand its role to be more proactive and/or prescriptive to students.

Connecting Students to the Community
Eighty percent of our students live within 18 miles of campus, and the employment statistics indicate that the majority stay within our service region after graduation. We should look to implement programs that connect students with potential employers in ways other than just internships, perhaps through a mentorship program, or other meaningful engagement. This will not only help students create networking relationships, but also provide them with opportunities to evaluate their career path prior to graduation.

Student Mentoring

One of the advantages of attending IU Columbus is that students have the opportunity to get to know their instructors and staff members and often receive individualized mentoring throughout their career. We should investigate ways in which we can formalize that mentoring for students who are interested.

For the most part, the pieces for enabling successful career outcomes are available, but require a more systematic approach in order to be better incorporated into the standard student experience.

Strategic Objectives	Recommended Actions to Accomplish Objective (up to 3 per Objective)	Positions/Group(s) Responsible for Implementing Recommendations	Metrics to Evaluate Progress and Target(s) for Determining Success
Systematic integration of Career Services Office with student lifecycle	• Creation of a "Career Services" video to be shown at Orientation and during first year seminar. • "Lunch & Learns" conducted by office of Career Services regarding career topics.	• OCM, Career services, UCOL • Career services, Student Affairs, OCM	• Increase utilization of handshake by students by at least 5% annually • Increase number of students taking assessments by 3% annually (baseline to be established in 2023).
Increasing Community Employment Networking	• Leverage The Bridge to connect students to potential employers • Hosting Job fairs and connect students with job shadowing opportunities	• Career services office; Student affairs	• Increase participation of employers and students at job fairs and employer visit days by 5% annually (20 companies, 50 students at internship fair in Fall 2023).
Creation of "meaningful" student work opportunities	• Work with divisions and departments to identify needs and fill positions with students whose career aspirations align with job duties. • Create specific criteria for the type of work to be completed to ensure that students are doing "meaningful" work and not just administrative tasks. • Supervisor to act as a mentor to provide guidance and training within the specific field.	• Human resources, Division and Department heads	• Increase number of students who participate in work-study by 5% annually

	• Create a pre- and post-employment survey to measure the value of the job experience.		

GOAL 6: IMPROVE GRADUATE EDUCATION

In examining the goal of improving graduate education, the committee conducted a focus group interview with directors of existing graduate programs including Mental Health Counseling, the Master of Business Administration, and the Family Nurse Practitioner program. In hearing their challenges and goals, we condensed their ideas into two main objectives which align with national trends to think creatively about degree programs and offerings. All directors observed that their programs attract some of our alumni who earned bachelor's degrees from IUPUC, but noted that their graduate students often do not come to IUPUC for graduate study immediately after obtaining a bachelor's degree. Instead, many work for several years and then engage in graduate study with specific career goals in mind around promotion. Thus, the first objective is to recruit additional alumni back to earn a second degree from IU Columbus. This would entail working with alumni groups who have contact information that could be utilized by our enrollment management team for recruitment and marketing. The second objective involves both making the graduate degrees attainable more quickly and partnering creatively interdisciplinarily to create micro credentials and/or add-ons to existing degrees at the graduate level. All graduate programs agreed that creating 4+1- or 3+2-degree pathways so that undergraduates could earn a master's degree with just one year of additional time in college was a goal. In addition, programs would like to add new pathways such as partnering with Education to offer School Counseling curricula/micro credentialing or adding a Sports-focused pathway in MBA. The challenge to both actions involves faculty time to write program proposals and researching how to navigate the approval processes for specialized pathways such as 4+1 and 3+2 programs.

Strategic Objectives	Recommended Actions to Accomplish Objective (up to 3 per Objective)	Positions/Group(s) Responsible for Implementing Recommendations	Metrics to Evaluate Progress and Target(s) for Determining Success
Increase enrollment of bachelor-level alumni and community members in IU Columbus graduate programs	• Strategic marketing and recruitment to bachelor-level alumni who graduated 3+ years ago. • Establish baseline of alumni applying to graduate programs.	Alumni relations Enrollment management Dedicated support staff member for graduate programs	• Increase enrollment of alumni and community members in IU Columbus graduate programs by 5%

	• Increase opportunities for undergraduates to engage with graduate programs.		
Expand approaches to increase accessibility to graduate study	Create 4+1 or 3+2 programs with existing bachelor's degrees such as Psychology and MHC, Business and MBA Partner across disciplines where there is no graduate degree to create micro credentials at the graduate level	Faculty	• Add 2 4+1 or 3+2 programs. • Create micro credentials/specializations in alignment with the academic master plan.

GOAL 7: ENHANCE STUDENT LIFE AND CAMPUS EXPERIENCE

Strategic Objectives	Recommended Actions to Accomplish Objective (up to 3 per Objective)	Positions/Group(s) Responsible for Implementing Recommendations	Metrics to Evaluate Progress and Target(s) for Determining Success
Continue to monitor how students' basic needs are being met	• Increased number of students depending upon the food pantry • Continuously improve how we help students meet their basic needs	• Student Affairs Staff • All faculty & staff effort	• Increase Pride Pantry utilization by 3% annually.
Create an "activity culture" for students	• Improve timing of our events and club offerings • Increase club events in general	Student Affairs Staff Faculty support	• Increase club and event offerings by 5% annually • Increase attendance at events by 5% annually

GOAL 8: ENHANCE CURRICULA, PEDAGOGY, AND INCLULSIVE TEACHING

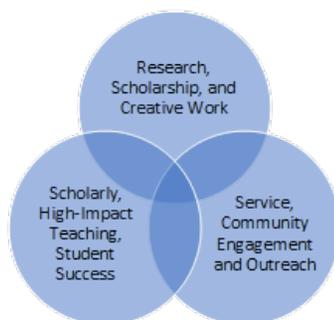| Strategic Objective	Recommended Actions to Accomplish Objective (up to 3 per Objective)	Positions/Group(s) Responsible for Implementing Recommendations	Metrics to Evaluate Progress and Target(s) for Determining Success
Increase support to help meet students where they are –	• Assess the diverse range of preparations in 100-level courses • Utilization of pre-assessments could help • as would TA's or re-imagined SI's • Track study table utilization by athletes and nonathletes.		• Increase utilization of study tables by 3% annually baseline to be established 2023).
Increase instructor engagement with professional development in the area of teaching.	• Continue to provide robust opportunities for professional development • Provide incentives and clarified expectations for engagement	Faculty, instructors, CTL	• Increase engagement in professional development in teaching by 5% annually (14 sessions in 2022, moving to at least 15 sessions in 2023).

TRANSFORMATIVE RESEARCH & CREATIVITY

IUPUC is part of IUPUI and the IU system. As a result, our faculty and students are committed to high-quality and high-impact research, scholarship, and creative activity. We understand research as an important part of the strategic plan. Indeed, it should be valued highly and prioritized within our institution as it is the work that intersects with student success, scholarly teaching, transformational research, translational research into practice, community engaged and focused scholarship, outreach, and service, and international and global-local engagement and impact. We believe that our research is imprinted with IU values, and herein we intentionally plan to support research in all its far-reaching manifestations and retain our excellent faculty.

We drew upon research goals already articulated by IUPUI, and we formed a subcommittee to further develop these goals within our context by appointing four full-time faculty from four divisions on campus: the Divisions of Business, Education, Liberal Arts, and Science. These faculty members served as representative faculty, and they shared the committee's work with all interested IU Columbus stakeholders by sharing it with the members of the IU Columbus Strategic Planning Committee, an internal constituent group made up of faculty and staff, and by delivering this document to our executive administrative leaders on campus, who further shared it with interested groups, including the IUPUC Board of Advisors who make up an external constituent group.

The goals and the attendant information are prioritized according to the breadth, depth, inclusivity, and impact of the goal as it related to research and what can be accomplished within campus constraints and context. The goals are also ranked according to how specifically they pertain to the research as an articulated pillar adjacent to and intersecting with student success and community engagement. Indeed, at IU Columbus, we understand research as the overarching faculty work that directly informs scholarly teaching and, therefore, student success, as well as innovative and impactful community service and engagement.

Research, Scholarship, and Creative Work

Scholarly, High-Impact Teaching, Student Success

Service, Community Engagement and Outreach

GOAL 1: INCREASE GROWTH IN MEANINGFUL RESEARCH, SCHOLARSHIP, AND CREATIVE WORK

Strategic Objectives	Recommended Actions to Accomplish Objective (up to 3 per Objective)	Positions / Group(s) Responsible for Implementing recommendation	Metrics to Evaluate Progress and Target(s) for Determining Success
Increase faculty research and professional development related to research by promoting and structurally supporting growth in research, scholarship, and creative work. (Identifying High-Impact Transformational Research Areas of Focus)	• Prioritize and provide funding for faculty who need to conduct research to do so via professional development opportunities, conferences, and publications	Leadership and Administration Faculty	• Faculty will publish at least one peer-reviewed article or equivalent every three years. • Partially fund 75%-100% of faculty requests
Increase opportunities for student research projects across disciplines, with faculty mentoring, that showcase student success and the best of what IU Columbus students can produce in connection with research, scholarship, and creative projects through structural support of these efforts. (Identifying High-Impact Transformational Research Areas of Focus)	• Sustain support for student research by continuing to support funded student research and consider moderately increasing the budget, which would provide more funding for grants and faculty incentives for mentors	Leadership and Administration Office of Student Research Faculty	• Fund 10-15 student-faculty vetted research projects annually • Secure $50,000 external support for faculty-student projects
Identify diversity, equity, inclusion, justice, and belonging (DEIJB) projects and intentionally offer structural support as the needs of faculty and/or student research-related projects dictate or warrant. (Strengthening Diversity, Equity and Inclusion Across the Research Enterprise)	• Create a system in which faculty working on DEIJB projects can apply for special funding, release time, or other opportunities as needed; such projects can be presented to the campus community/outside communities upon completion	Leadership and Administration Faculty	• Support 1-5 DEIJB faculty research projects each year, with a plan toward dissemination.

Enhance community-engaged research and public scholarship.	• Create mechanisms for support and dissemination of community-engaged research projects	Leadership and Administration Faculty Community Partners	• Support and highlight at least one community-engaged project per year.
Increase international and global-local scholarship and impact. . (Identifying High-Impact Transformational Research Areas of Focus)	• Create mechanisms for support and dissemination of international and global-local research projects	Leadership and Administration Faculty	• Support and highlight at least one international or global-local project per year

SERVICE TO OUR STATE & BEYOND

Goal 1: ENGAGE STATE K12 TO STRENGTHEN INDIANA EDUCATION PIPELINES

Strategic Objectives	Recommended Action to Accomplish Objective (up to 3 per Objective)	Position/Group(s) Responsible for Implementing Recommendation	Metrics to Evaluate Progress and Target(s) for Determining Success
Reduce K-12 educator shortages by continuing to offer accessible curriculum for those seeking to obtain an Education degree or credential.	• Enhance recruitment of traditional and non-traditional students and transfer students to engage in pathways for licensure. • Enhance pipelines in high schools focused on career training. • Collaborate with K-12 partners to create education pipelines.	Division of Education, Enrollment Management	• Applications, recruitment, retention, and graduation for education majors increase at least 3% annually

| Enhance and support professional development workshops for K-8 in-service teachers | • Offer professional development for teachers and paraprofessionals | Office of Academic and Student Affairs

Office of Enrollment Management

Academic Divisions | • Provide at least one additional professional development opportunity for regional educators annually. |

Goal 2: FOSTER ECONOMIC DEVELOPMENT THROUGH TECH TRANSFER, TRANSLATIONAL RESEARCH, ENTREPRENUERSHIP, AND INNOVATION

Strategic Objectives	Recommended Action to Accomplish Objective (up to 3 per Objective)	Position/Group(s) Responsible for Implementing Recommendation	Metrics to Evaluate Progress and Target(s) for Determining Success
Conduct research projects that identify innovation-dense resources available to IU researchers in the state.	• Create additional collaborations with Columbus Propellor, Chamber of Commerce, and similar groups.	Academic Divisions – Faculty, Community Partners, OSR	• At least 1 project receives external funding
Conduct projects that result in business start-ups, innovations, or capital pools for R&D.	• Serve as consultant or board member or advisor to an Indiana business start-up	Faculty, Community Partners	• At least one IU Columbus student, faculty, or staff will serve on local start-up projects or boards.

16

	• Serve as a collaborator on creative/scholarly work		

Goal 3: REDUCE INEQUITIES BY ENHANCING INCLUSION AND DIVERSITY

Strategic Objectives	Recommended Action to Accomplish Objective (up to 3 per Objective)	Position/Group(s) Responsible for Implementing Recommendation	Metrics to Evaluate Progress and Target(s) for Determining Success
Enhance inclusion, a sense of belonging, and diversity on our campus	• Continuously develop Diversity Council membership/composition • Continue implementation and assessment of campus diversity strategic plan • Engage in assessment cycle with diversity strategic plan	Diversity Council	• Improve employee satisfaction data tied to DEIJB by 10%. • Improve NSSE data tied to DEIJB from below 3 on a 5 point scale to above 3, with a 3.2 by 2030.

Goal 4: IMPROVE HEALTH OUTCOMES THROUGH RESEARCH, COMMUNITY SERVICE, EDUCATION AND ENGAGEMENT

Strategic Objectives	Action Item	Position/Group(s) Responsible for Implementing Recommendation	Metrics to Evaluate Progress and Target(s) for Determining Success

Address healthcare worker shortages through robust support of academic programs that prepare students to thrive in the regional workforce.	• Increase enrollment, retention, and graduation in health and health-related undergraduate and graduate majors • Develop micro-credentials and certificates in this area	Enrollment Management, Faculty	• Increase enrollment, retention, and graduation in nursing programs by 5% annually.
Promote optimal wellness and work-life balance for students, faculty and staff, and the larger community.	Continuously improve campus programming for stress reduction and wellness for students, faculty, and staff.		• Increase participation in health and wellness programs by 10% • Increase available mental health resources from 2 to 4 options.

Goal 5: CONTRIBUTION TO WORKFORCE DEVELOPMENT

Strategic Objectives	Recommended Action to Accomplish Objective (up to 3 per Objective)	Position/Group(s) Responsible for Implementing Recommendation	Metrics to Evaluate Progress and Target(s) for Determining Success
Strengthen our commitment to community engagement by deepening relationships with regional guiding groups, governments, the EcO Network, economic development boards, chambers of commerce, community foundations, significant	• Increase year over year visibility at meetings and events sponsored by guiding organizations. • Engage regularly with trusted messengers (mayor, chamber president, community business leaders, foundation board members)	IU Columbus Center for Business and Economic Development Academic Divisions	• Increase IU Columbus representation on local, regional, state, and national boards, convenings, or guiding teams by 5% based on self-reported data in the FAR (baseline to be established in 2023).

employers, and/or regional planning initiatives.	to maintain positive perceptions of higher education • Develop and host events in the community and on campus to position IU Columbus as a regional thought leader. For example, Business Outlook, Lead by Design, Community Conversations, etc. • Track year-over-year engagement opportunities with memberships, board service, event collaboration, and sponsorships		
Continue to evaluate alignment of academic programming initiatives with regional economic development opportunities to address critical needs	• Cross-institutional convenings to identify opportunities and gaps • CBED leads update session with Directors and Division Heads meet at least once per year to discuss curriculum needs in our region. • Outreach to K12 leadership, chambers, economic development councils, and/or businesses in service region	Vice-Chancellor, Dean, Academic Divisions	• Update the Academic Master Plan every two years.
Build capacity to support and enhance the growth of the regional talent pipeline, particularly in the areas of diversifying the pipeline, creating welcoming communities, and	Leverage the IU Columbus Center for Business and Economic Development by providing a portfolio of adult education business services and leveraging university	IU Columbus Center for Business and Economic Development	• Increase CBED program offering by 3% annually (baseline to be established in 2023)

supporting the global workforce in our region.	faculty, staff, and regional subject matter experts.		