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Goals for Implementing IUPUI’s Mission
(Draft Incorporating Doubling Materials)

Excellence in Teaching and Learning

I. Attract and support a better prepared and a more diverse student population
   A. Define the campus’s capacity for increased enrollments to determine the feasibility of
doubling the numbers of baccalaureate recipients
   B. Continue to focus on resource and space issues as we plan to expand capacity
   C. Develop strategies to attract more new students, including a comprehensive enrollment
      management plan
   D. Continue efforts to attract, retain, and graduate a diverse student body and increase
      attention to work/life issues to improve retention of minority students
   E. Increase ties with PK-12 education and continue to play a leadership role in PK-16
      approaches in Central Indiana
   F. Define a “learning corridor” across Central Indiana that eliminates barriers to transfer
      within IU and Purdue and expands transfer opportunities with Ivy Tech and IUPU-
      Columbus

II. Support and enhance effective teaching
   A. Strengthen faculty development programs that support effective teaching and learning
   B. Increase appropriate use of technology to improve instruction
   C. Identify and address library issues associated with increasing enrollments and degrees
   D. Involve more faculty, especially new faculty, with IUPUI’s participation in national
      teaching and learning initiatives and provide incentives to faculty to participate in such
      efforts through disciplinary associations

III. Enhance undergraduate student learning and success
   A. Expand the definition of quality beyond doubling the number of baccalaureate degrees
      awarded
   B. Develop new programs and services to support the goal of doubling the number of
      graduates
   C. Support current undergraduate students in completing their degrees
   D. Redouble efforts to retain entering freshmen and new transfer students
   E. Increase online and other distance education options in order to expand capacity without
      adding infrastructure and to provide more flexibility to students
   F. Engage students more fully with the city following the recommendations of the Civic
      Engagement Task Force
   G. Consider incentives for schools to participate in programs that increase retention and
      degree/certificate completion
   H. Consider re-engineering our processes for assessing student learning throughout our
      programs, as more students come to campus with a mix of formal and informal learning
      experiences

V. Provide effective professional and graduate programs and support for graduate students and
   post-doctoral fellows
   A. Expand Master’s and other graduate and professional degrees to serve the needs of
      students and the Central Indiana region

Excellence in Research, Scholarship, and Creative Activity

I. Conduct world-class research, scholarship, and creative activity relevant to
   Indianapolis, the state, and beyond
A. Recruit outstanding research investigators
B. Increase the number of undergraduates, graduate students, and post-doctoral fellows participating in research and scholarly activity
C. Add new interdisciplinary graduate programs in high-priority areas
D. Facilitate interdisciplinary and multidisciplinary collaborations among IUPUI schools, centers, and faculty
E. Foster collaborations with IUB and PUWL

II. Provide support to increase scholarly activity and external funding
   A. Prepare new faculty to engage in research and scholarly activity
   B. Provide assistance to faculty in identifying potential funders and writing competitive proposals
   C. Provide incentives to faculty who obtain external funds and who rely on such funds for salary support
   D. Assess and improve existing support services to ensure accessibility and user-friendliness and to eliminate unnecessary costs
   E. Enhance and increase relationships with government, corporate, and civic organizations to facilitate community-focused research and scholarship

III. Enhance infrastructure for scholarly activity
   A. Expand space for research and scholarship based on school-level analyses of space needs
   B. Provide a wide range of core facilities for research, especially in high-priority programs, and regularly assess the value of and continuing need for specific facilities
   C. Establish and support additional university-wide research facilities and services—e.g., technology and library resources—accessible to schools that lack their own research infrastructure

**Excellence in Civic Engagement, Locally, Nationally, and Globally**

I. Enhance capacity for civic engagement
   A. Prepare faculty to engage with the community through improved faculty professional development for civic engagement
   B. Align academic and administrative unit goals for civic engagement with campus goals and allocate unit resources accordingly
   C. Ensure that campus culture and incentives, including promotion and tenure policies, are consistent with the high priority placed on civic engagement by campus leaders and external stakeholders
   D. Identify and work to eliminate barriers to civic engagement
   E. Consider establishing an executive-level position responsible for civic engagement
   F. Expand on-campus programs that support internships, practica, and service learning
   G. Increase external funding for civic engagement and service learning
   H. Use appropriate technology to enhance the value of civic engagement activities and manage costs
   I. Attend to issues of work/life balance in approaching civic engagement work

II. Enhance civic activities, partnerships, and patient and client services
   A. Strengthen collaboration with PK-12 and Ivy Tech

III. Intensify commitment and accountability to Indianapolis, Central Indiana, and the state
   A. Develop a plan to measure civic engagement, both quantitatively and qualitatively, across academic units and across the domains of teaching and learning, community service, civic professional service, and research
   B. Continue to engage stakeholders in the assessment of civic engagement
   C. Develop a program for educating internal and external stakeholders about IUPUI’s civic engagement work
Collaboration

I. Teaching and Learning
   A. Increase ties with PK-12 education and continue to play a leadership role in PK-16 approaches in Central Indiana
   B. Define a “learning corridor” across Central Indiana that eliminates barriers to transfer within IU and Purdue and expands transfer opportunities with Ivy Tech and IUPU-Columbus
   C. Involve more faculty, especially new faculty, with IUPUI’s participation in national teaching and learning initiatives and provide incentives to faculty to participate in such efforts through disciplinary associations

II. Research, Scholarship, and Creative Activity
   A. Facilitate research collaborations among existing IUPUI centers
   B. Foster research collaborations with IUB and PUWL

III. Civic Engagement
   A. Strengthen collaboration with PK-12 and Ivy Tech
   B. Continue to engage stakeholders in the assessment of civic engagement

Diversity

I. Teaching and Learning
   A. Continue efforts to attract, retain, and graduate a diverse student body and increase attention to work/life issues to improve retention of minority students
   B. Continue and increase emphasis on inclusive teaching and multicultural curriculum development

II. Research, Scholarship, and Creative Activity
   C. Increase diversity of researchers and scholars
   D. Increase research on multicultural issues

III. Civic Engagement
   A. Involve diverse campus participants in civic engagement activities
   B. Develop a portfolio of civic engagement activities that serve a diverse range of constituents
   C. Develop baseline information about current status of diversity among participants in civic engagement programs and civic engagement constituencies, so that progress can be measured
   D. Incorporate diversity training into programs that prepare students, faculty, and staff for civic engagement

Best Practices

I. Collect evaluative data to share with stakeholders
II. Market IUPUI to various stakeholders, using evaluative data as appropriate
III. Increase online and other distance education options in order to expand capacity without adding infrastructure and to provide more flexibility to students
IV. Use appropriate technology to enhance the value of civic engagement activities and manage costs
V. Reduce animal care costs to levels comparable to peer institutions