INDIANA UNIVERSITY BICENTENNIAL STRATEGIC PLAN

FIRST ANNUAL REPORT

I am pleased to present the first annual report of progress on the Indiana University Bicentennial Strategic Plan. The plan was adopted by the IU Board of Trustees in December 2014. Since that time, university administration, campuses, schools and colleges, departments, and individuals have been pursuing the many action items contained in the plan. This report contains highlights, an inventory of actions, and metrics for the calendar year 2015.

The Bicentennial Strategic Plan sets out a bold course for Indiana University as we approach the university's third century. The plan is organized around IU's Principles of Excellence, our firm foundation in a rapidly changing the environment for virtually every aspect of higher education. Thus, as much as this report reflects the enormous energy and enterprise of IU's faculty, staff, and students, it also reflects a deep commitment to the time-honored values of excellence in education, research, and engagement that are the hallmark of great public universities.

As the following report catalogs, 2015 has indeed been a busy year at IU. Guided by the Bicentennial Priorities, IU has –

- Held net tuition in check and graduated record numbers of students,
- Begun in earnest the Grand Challenges initiative, garnering twenty-one full applications, each of which showcases the enormous talent of the IU faculty,
- Opened a third Global Gateway in Berlin,
- Seen record external funding for the IU School of Medicine,
- Sought and obtained state approval of two degrees in Intelligent Systems Engineering, the first engineering degrees ever offered at IU Bloomington.

Many more accomplishments, across every part of the university, are recorded in the following pages.

The main section of this first annual report provides the highlights of 2015. It is clear that we are making solid, and often remarkable, progress toward each of the Bicentennial Priorities. The main section is followed by Appendix A, which spells out the metrics associated with the Bicentennial Strategic Plan. Academic year 2014-2015 is the first year of collecting data under the plan, and so the figures reported are in effect the baseline for the years leading up to the IU Bicentennial.

This report was prepared by the Office of the Executive Vice President for University Academic Affairs. I am grateful to that office and to all who provided the information and data on which the present report is based. I am confident that future annual reports will continue to record the talent and energy that is the pride of Indiana University.

Michael A. McRobbie
President

Bicentennial Priority One: A Commitment to Student Success

Indiana University will continue to enhance its commitment to student success, while earning a degree and afterwards, by adopting innovations and realignments in schools, programs, and course delivery; by assuring systematic review of existing programs; and by ensuring that IU's high-quality education remains affordable.

Bicentennial Action Items

1. *Indiana University will ensure an affordable education, through:*
   a. *Keeping IU tuition and fees as low as possible in relation to its peer institutions;*
   b. *Increasing undergraduate scholarships that reduce net tuition and fees;*
   c. *Providing competitive graduate student financial support;*
   d. *Maintaining a multi-faceted program of incenting and supporting students in graduating on time;*
   e. *Providing comprehensive programming and advising for students regarding financial aid and debt management.*

- IU's net in-state tuition for 2014-15 was $11,234, the lowest in the Big Ten.[1]
- In-state tuition has been frozen at the Bloomington campus for the next two years.
- Over 16,000 students starting in Summer or Fall 2015 were assigned to IU's nationally recognized and acclaimed Financial Literacy Modules which were completed by 64% of them by years end.
- University Business magazine recognized IU's MoneySmarts program as a Model of Excellence.
- IU's financial literacy initiatives have helped reduce undergraduate student borrowing by nearly 16% over two years, resulting in approximately $44 million in debt savings.
- IU to pilot program enhancing dual credit opportunities for Indiana high school students, further reducing the cost of obtaining a degree.
- In 2014-15, IU awarded 21,040 degrees, the most in its history. The graduation ceremonies were attended in total by around 100,000 people.
  - The University Graduate School has increased the number of peer counsellors in the Grad Grants Center, and is hiring a new Director of Graduate Career Services, to create a doctoral-level advising program in collaboration with school career advising offices.
- UITS finalized an agreement on eTexts with Pearson and McGraw-Hill to reduce the costs of textbooks.
- At IU Bloomington, the Groups Scholars program was extended from one year to four years with accompanying scholarships.

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[1] Full-time in-state beginning students who are recipients of gift aid.

- The McKinney School of Law was named a 2015 Best Value Law School by National Jurist magazine.
- IU East Business and Economic Research Center offered a Fall 2015 series on financial literacy.
- IU Kokomo reached an agreement with Inside Track to provide professional coaching for all first-year 21st Century Scholars.

> 2. *IU will continue to seek out and support undergraduate and graduate students from diverse socio-economic backgrounds, including first-generation college students, veterans, students from under-represented minorities, returning students, and part-time students.*

- IU Bloomington had its most diverse student body ever in 2014-15.
- The University Graduate School created a new Graduate Mentorship Center.
- The University Graduate School provided funding for underrepresented, first-generation or handicapped students for successful training grant applications.
- IU Bloomington was again named among the top volunteer-producing colleges and universities by the Peace Corps.
- In 2015 IU Bloomington was for the first time included in the top 25 LGBT-friendly colleges and universities by Campus Pride.IU Bloomington received for the first time the Higher Education Excellence in Diversity Award from Insight Into Diversity magazine. IUPUI received the HEED award for the fourth year in a row.
- The School of Informatics and Computing again increased the number of women and underrepresented minorities in computing. Over the past seven years there has now been a four-fold increase in the number of women students in the School.
- The School of Global and International Studies is working with the military to develop degree opportunities for retired active duty military personnel.
- The School of Nursing secured funding from the Robert Wood Johnson Foundation to support students in the School's Accelerated BSN program who are traditionally underrepresented in the field of nursing and are pursuing second degrees.
- The McKinney School of Law established the Summer Law and Leadership Academy, to introduce undergraduates from historically underrepresented groups to law school and law careers.
- Lawyers of Color magazine named the McKinney School among the top five in the Midwest in its "The Black Student's Guide top Law Schools."
- University College at IUPUI received a major grant from the Commission on Higher Education to expand its support for students in the 21st Century Scholars and Frank O'Bannon Scholars programs.
- The School of Physical Education and Tourism Management received an NIH grant for a program to prepare undergraduate students from underrepresented minority

populations for admission into graduate programs in the biomedical and behavioral sciences.

- IU East received a grant from ICHE, to provide 'Inside Track' coaching to 21st Century Scholars.

> 3. IU will adopt and support practices, policies, and information systems that support and encourage both graduate and undergraduate students to complete degrees on time or as promptly as their individual circumstances allow. Pervasive academic and career advising will become a hallmark of an IU education, focusing particularly on first-generation and so-called nontraditional students.

- The FLAGS 'early alert system" has been implemented to allow advisors and others to recognize students at risk and intervene and assist. Use of the tool on all campuses is increasing significantly.
- IU's Office of Completion and Student Success has partnered with the Education Advisory Board on the Student Success Collaborative, generating predictive analytics in student success by academic major that improves advising and curriculum design.
- The Herron School of Art and Design has implemented formal career services advising.
- The School of Science at IUPUI intensified its efforts in career advising, increasing student usage by 19% over the past year.

> 4. IU will leverage its scale and scope to seek enrichment and efficiencies in the delivery of academic programs (as in other aspects of university operations), especially in regard to the development of fully online and hybrid courses. A key component of this priority will be the completion of the implementation of the Unizin shared repository for digital course materials.

- The IU Online program continues to aggressively promote and provide fully online degrees to Hoosier students and beyond. These degrees are collaborative across all IU campuses, leveraging strength, scope and scale, at the undergraduate and graduate level.
- As of Fall 2015 over 7,000 IU students were taking all of their classes online (over 7% of total enrollment), and 22% of IU students were taking at least one course online.
- Two programs in the Kelley School of Business are ranked first nationally in Best Online Education Programs by U.S. News and World Report, and its MBA is ranked fifth worldwide by the Financial Times.
- U.S. News' ranking of IU Online's undergraduate programs leapt from 72nd to 39th over the past year. Online graduate programs in Education were ranked 22nd, and Nursing rose six positions to 42nd.

- The IU School of Nursing's online RN to BSN program, initiated in 2010, has seen a major increase in student enrollment from 54 to 528 students.
- The School of Informatics and Computing has developed an online Master's program in Data Science, with 244 students in its first full year.

> 5. *IU will continue to pursue new graduate and undergraduate academic programs, and realignment of existing programs, in order to leverage its strengths, assure relevance, and respond to student demand and to regional, state, and national needs.*

- During 2014-15 IU created 21 new degrees, 10 new dual degrees, 33 new certificates, and 50 new concentrations and majors.
- New bachelors and PhD degrees in Intelligent Systems Engineering have been established in the School of Informatics and Computing. A new degree in Comprehensive Design has been developed in the newly created School of Art and Design and is awaiting approval. (These are discussed further under Bicentennial Priority Eight.)
- Other new STEM degrees include Master's and Ph.D. degrees in Informatics, a Ph.D. in Music Technology, and a Master's degree in Biostatistics, at IUPUI, and undergraduate degrees in Health Sciences at IU South Bend and in Physics at IU Southeast.
- There are new undergraduate degrees in Media, and in Game Design, in the recently created Media School, and new Master's degrees in International Studies in the School of Global and International Studies, both at IU Bloomington.

> 6. *IU will work systematically with deans to improve the overall quality, learning outcomes, and standing in reputable rankings of their schools and degree programs, including strengthening processes for regular academic review of their units.*

- IU Bloomington maintained its standing in U.S. News and World Report's top 30 national public universities.
- U.S. News also ranked IUPUI 16th nationally in a new measure of institutions' commitment to undergraduate teaching.
- The College of Arts and Sciences has implemented a new program review structure in partnership with the Center for Innovative Teaching and Learning.
- The IU School of Nursing is the first school in the history of the National League of Nursing to carry two Center of Excellence in Nursing Education designations.
- The Fairbanks School of Public Health gained accreditation for five years, the maximum allowed for new schools.
- The School of Science at IUPUI has thoroughly reviewed all departments and programs over the past four years.

- The IU East School of Business and Economics gained AACSB accreditation in 2015.

Bicentennial Priority Two: A Community of Scholars

Indiana University will renew its commitment to the university as a community of scholars that attracts and retains an excellent faculty.

Bicentennial Action Items

> 1. *IU will foster a culture that promotes a scholarly community on all IU campuses and across the arc of faculty members' careers, including support for mentoring, active engagement with colleagues and students, and opportunities for professional development. In support of the scholarly community, faculty are urged to consider and adopt clear expectations for active engagement with students and colleagues, which reflect the missions, student needs, and faculty responsibilities of the relevant academic units.*

- In addition to many ongoing activities in this sphere, the Office of the Vice Provost for Faculty and Academic Affairs at IU-Bloomington undertook a range of initiatives, including:
    - Appointment of an Associate Vice Provost for Faculty Diversity and Development;
    - Career development workshops;
    - A dual career program, and
    - A Diversity Summit in May 2015 to assess progress and next steps on strategic hiring.
- The School of Nursing implemented in 2015 a Clinical Faculty Mentoring Grant which pairs scholar mentors with clinical assistant professors of nursing across IU campuses.
- The School of Science matched funds with an IUPUI Mentoring Academy award to establish 16 mentor pairs to support Associate Professors towards promotion.

> 2. *IU will create and maintain networks of IU faculty members across all campuses, the subjects of which may be disciplinary, interdisciplinary, shared research or creative activity, teaching and learning, or other scholarly subjects. The establishment of such networks is particularly important for regional campus faculties, which are typically smaller and have greater teaching responsibilities.*

- Through the Johnson Center for Entrepreneurship and Innovation, partnerships exist between the Kelley School of Business and the IU School of Medicine, the Maurer School of Law, the College of Arts and Sciences, the Jacobs School of Music, the School of Informatics and Computing, and the School of Public and Environmental Affairs.

- In October, IU East hosted faculty from Regional Campuses for an inaugural Overseas Study Forum on Faculty-Led Programs, sharing best practices and discussion of inter-campus cooperation.

> 3. *IU will encourage broader use of, and enhance where needed, IU's existing resources in instructional development, with special attention to supporting part-time faculty and the effective use of new technologies in face-to-face and online environments.*

- IU's Faculty Colloquium on Excellence in Teaching (FACET) continues to provide resources across all campuses, bringing faculty together to enhance pedagogical innovation and personal renewal in the commitment to teaching, sponsoring an annual retreat and many other workshops and activities.
- Across all IU campuses, faculty teaching online receive training in Quality Matters, an assurance of highest quality teaching in digital environments.
- The University College at IUPUI has implemented a Gateway to Graduation Program, that serves faculty who teach in first-year students in gateway classes with workshops, forums, retreats, and online events each semester, and recognition of outstanding faculty achievement in teaching.
- IU Southeast has implemented a part-time faculty development program, with an Adjunct Scholars Conference planned for 2016.

> 4. *IU will add to existing academic and staff leadership development programs that identify and prepare individuals for leadership positions and offer advancement in leadership career paths at IU.*

- The School of Informatics and Computing had five faculty administrative leaders take part in the program of the National Center for Faculty Development and Diversity.
- In addition to many ongoing programs across IU, IUPUI implemented Next Generation 2.0, a leadership and professional development initiative for campus faculty and staff.
- At IU East, a Management Training Series was implemented for professional staff in developing effective management and leadership.

> 5. *IU will encourage and support the convening of academic conferences at Indiana University, which bring scholars to IU and further diversify and enrich our community of scholars and learners.*

- The School of Public and Environmental Affairs hosted major conferences on Nonprofit Management, Public Finance, and U.S. Manufacturing and Public Policy, attracting many renowned scholars to the Bloomington campus.
- The IU School of Nursing hosted the Professional Nurse Educators conference, attended by 250 national and international nurse educators.
- The School of Global and International Studies hosted the Lugar/Hamilton Forum on the United States and the World.
- SGIS also hosted an international conference on the study of Chinese language, culture and pedagogy.
- The School of Informatics and Computing hosted the Pacific Rim Application and Grid Middleware Assembly (PRAGMA) conference, the first time this conference has been held in the U.S. in more than ten years. The School of Informatics and Computing also hosted the Extreme Scale Productivity Workshop, and the ACM Web Science Conference, each of which draws international attendees from industry and academia.
- UITS hosted the higher education IT conference 'Educause' in Indianapolis.
- The School of Health and Rehabilitation Science hosted the International Institute on the Model of Human Occupation.
- University College at IUPUI continues to host the National Mentoring Symposium, drawing attendees from across the country.
- The School of Social Work hosted the first ever conference on social work distance education, with nearly 400 attendees.
- Plans are underway for IU East to host the Mid-East Honors Association conference in April 2016.
- IU Southeast is developing an Adjunct Scholars conference.

Bicentennial Priority Three: Catalyzing Research

Indiana University will engage in strategic hiring, investments in technology, and seed funding to support collaborative faculty research initiatives, with a focus on the grand challenges facing the state, the nation and the world. It will continue to support the creative and scholarly activities of its artists and humanists.

Bicentennial Action Items

1. *IU will ask faculty and academic leadership to identify the grand challenges to which IU can contribute most effectively, building on strengths in the humanities, professions, and social, natural, and clinical sciences. IU will support multidisciplinary and multi-campus teams to address those grand challenges.*

- The Grand Challenges program was launched in September 2015, with plans to invest up to $300 million over five years to address the most urgent challenges facing Indiana and the world.
- There were 21 submissions from teams of IU researchers, representing 20 schools across 5 campuses; five of these teams have been chosen to be invited to submit full proposals by April 2016, with announcements expected regarding which are to be funded in June 2016.
- The Indiana University Network Science Institute was established, bringing together scholars from across IU to study complex networks that underlie large-scale systems.

2. *IU will continue to support the arts and humanities through the New Frontiers in Arts and Humanities program. IU will also continue to invest in facilities to support the creative and performance activities of these disciplines.*

- The year 2015 marked the tenth year of the New Frontiers in the Arts and Humanities program; in March 2015, 19 faculty members from four campuses received Creativity and Scholarship Awards, and six faculty members from three campuses were given Experimental Fellowship Awards.
- UITS has created a Cyber Digital Humanities team, providing consulting and connections between humanists and IU's cyberinfrastructure resources.
- The National Endowment for the Humanities awarded funds to IU Bloomington for a digital preservation partnership with WGBH (Boston).
- The Media Arts and Science program in the School of Informatics and Computing at IUPUI has developed innovative projects that combine cutting-edge digital technology and traditional arts techniques and themes.

- At IU Northwest. The Office of Diversity, Equity, and Multicultural Affairs supports the Diversity Programming Series which each year offers to the campus and community a number of artistic and cultural activities.

> 3. *IU will continue its support of widespread inter-campus collaboration by establishing a searchable faculty collaboration database to identify opportunities. This database will also assist in establishing the faculty networks envisioned in Bicentennial Priority Two.*

- The Office of the Vice Provost for Research at IU-Bloomington is in conversations with Academic Insights/Digital Measures regarding research networking tools.
- At IUPUI, the School of Informatics and Computing, having developed a Mentoring Exchange website, is now working with the Office of the Vice Chancellor for Research on constructing a parallel website for researcher collaboration.
- Faculty from the School of Nursing joined the IU School of Medicine ReSEARCH Connect tool.

> 4. *IU will intensively pursue cluster hires to strengthen current areas or establish new strengths. These will focus on experienced faculty members with track records of research accomplishment, success in securing funding support, and serving as a catalyst who enables others within or outside of their disciplines to excel.*

- A number of academic units across IU are developing plans for cluster hires, some of which will be influenced by the funding through the Grand Challenges program; under consideration at present are:
  - The School of Global and International Studies in the areas of development, security, Russian studies, and governance;
  - The School of Informatics and Computing in intelligent systems engineering (on this see Bicentennial Priority Eight); and
  - The School of Optometry in vision science.
- The McKinney School of Law hired a distinguished international scholar to lead its Center for Intellectual Property Law and Innovation.

> 5. *IU will provide targeted seed funding and support for faculty in expanding and diversifying sources of external research funding.*

- In 2014-15 IU researchers received $540.7 million in external research funding, its highest total ever (save for the years of Federal stimulus funding received during the worst of the recession)Funded research projects include:
  - National Endowment for the Humanities awards on writings of European figures of the 13th and 14th centuries, American Plains Indiana, and Muslim American identities;

- National Science Foundation funding for an advanced X-ray diffraction system;
- NSF funding on the ecology of microbes;
- Over $20 million in Federal IT research grants (a record)
- Many units across IU campuses provide seed money to faculty in their efforts to secure external funding, and it is increasingly an expectation of faculty; the School of Informatics and Computing, for example, emphasizes that this is an expectation in all tenure-track hires.
- The School of Nursing research centers provide seed funding to faculty with strong potential for external research funding.
- The Jacobs School of Music received a $20,000 grant from the National Endowment for the Arts.

> 6. *IU will continue to invest in the physical and IT infrastructure necessary for Twenty-First century research and beyond, through new and renovated laboratory space and continuing investments in cyberinfrastructure, with priorities based upon prospects for research productivity.*

- 'Karst' is IU's new high-throughput computing cluster, a 'condominium' computing service model that provides a way for IU schools and researchers to fund computational nodes for their own research purposes without shouldering the cost, overhead, and management requirements of purchasing individual systems; this new supercomputing cluster is expected to provide much support for IU researchers hoping to secure federal external funding.
- The National Science Foundation awarded $6.6 million to IU to create the new cloud environment Jetstream.
- IU's Global Network Research Operations Center received a five-year $4.8 million grant from the NSF.
- The School of Informatics and Computing at IU-Bloomington is in the process of developing state-of-the-art research and teaching space for the new Intelligent Systems Engineering program.
- The Herron School of Art and Design at IUPUI has established the Think It Make It Lab, which expands faculty and student capability to work on concept design and prototyping using a variety of digital fabrication methods.
- IU Kokomo's recently renovated Main Building includes a new nutrition lab, a new lab for New Media students, and a new Math lab

Bicentennial Priority Four: Re-Imagining Education

The action items for Re-Imagining Education set out three related reviews, leading to a series of actions, to be determined, reflecting "new approaches, directions, programs, or structures for their respective Schools of Education, with particular attention to addressing large declines in enrollment," as well as inform the search for a new dean of the core school, as follows:

1. *IU's core campus School of Education and the regional campus Schools of Education (collaboratively) will undertake reviews of developments and trends in teacher education and education research, with a view to recommending new approaches, directions*
2. *As these reviews proceed, the President will convene a Blue Ribbon Review Committee of external experts and practitioners to react to the reviews and to present their own assessment of future directions for schools of education.*

- These reviews were completed by the respective schools faculties and administrations during the spring and summer of 2015.
- A Blue Ribbon Review Committee was selected, reviewed the materials provided by the schools, and met in Indianapolis and Bloomington with key stakeholders from all of the schools of education on September 28-29, 2015. While the core school structure was not expected to be a major focus of the committee's work, in the course of their meetings, the chair and members of the committee encountered serious concerns among School of Education constituencies with the core campus structure, which they conveyed during their visit to Provost Robel and Executive Vice President Applegate. Most of the committee members expressed concerns that that uncertainty and lack of common understanding and agreement about the nature and future of the core-school structure were a serious impediment in the short term to the ability to attract the best possible candidates for dean, and in the long term to the advancement of the school.
- Based on these observations and concerns, it was decided not to seek a final report of committee at this time and to suspend the dean search. In their place, a reconstituted search committee has been charged to "evaluate the current core-campus structure of the Indiana University School of Education, and recommend next steps to the President, Provost of IU Bloomington, and Chancellor of IUPUI, by the end of the spring semester, 2016. The goal of this review is to assure that the administrative structure of the School supports the excellence of all parts of the School."

3. IU's Schools of Education, with campus and university leadership, will review the internal and external reports, and adopt and implement their recommendations as appropriate, in accordance with IU's traditions of shared governance. The core campuses' report will also inform the search for new leadership for that school.

- Most implementation of this action item needs to await the internal committee's report. In the meantime, both the core campus and regional campus self-studies identified valuable ideas that can be pursued to strengthen the schools of education without a decision on the core campus structure. In addition, the regional campus schools of education have already established a consortium, consistent with the Regional Campus Blueprint 2.0, to offer a wider range of courses and degree programs than would otherwise be available.

Bicentennial Priority Five: A Global University

Indiana University will develop active partnerships with leading or complementary higher education institutions. IU will sustain active alumni chapters in all of its priority countries in support of study abroad, selective international recruitment, and faculty research and scholarship, especially in SGIS, the Lilly Family School of Philanthropy, and the Media School. It will complete the establishment of its Global Gateway Network to support these objectives.

Bicentennial Action Items

1. *IU will focus its international engagement efforts on its 32 priority countries and their leading institutions, establishing partnership agreements with leading or complementary institutions in all of these countries.*

- Adding to the extant 20 exchange programs with priority IU partners, were two new exchanges:
    - Fundação Getulio Vargas (Brazil), with the Maurer School of Law; and
    - Zhejiang University (China), through the School of Public and Environmental Affairs and the Lilly Family School of Philanthropy.
- Two exchange programs with primary partners were renewed:
    - Bogazici University (Turkey); and
    - The National Institute of Development Administration (Thailand).
- The School of Public and Environmental Affairs established partnerships with institutions in Vietnam and Korea.
- The Jacobs School of Music in discussions regarding partnership with Berlin University
- The IU School of Nursing finalized three new agreements this year, with Moi University (Kenya), National Defense Medical Center and Sun Yat-sen University (Guangzhou, China).
- The School of Informatics and Computing has developed an exchange agreement with Mannheim University in Germany.
- The Kelley School of Business developed a pilot program in business skills in partnership with Moi University.
- The School of Global and International Studies was selected as a founding member of the International Policy Scholars Consortium.
- The Lilly Family School of Philanthropy explored new or renewed relationships with Free University of Berlin, Koc University, National Institute of Development Administration, and Waseda University.

- McKinney Professors were selected for China's High-end Foreign Expert Program and taught/conducted research at the Shanghai University of Political Science and Law
- IU Kokomo is pursuing an exchange program in Nursing with Beijing University of Chinese Medicine.

2. *IU will continue to build its international alumni chapters, and will engage alumni in supporting IU's international engagement efforts, partnership agreements, and philanthropic activities, especially in support of academic units such as SGIS.*

- President McRobbie and Deans and international alumni from the Kelley School of Business, the School of Global and International Studies and the Lilly Family School of Philanthropy hosted the Asia-Pacific Alumni conference in Bali, Indonesia in May 2015.
- Also in May, Provost Robel was in Vietnam to celebrate the launch of a new IU Alumni Association in that country.
- The Jacobs School of Music hosted the Korean Alumni chapter in September 2015, who performed in Auer Hall.
- The Kelley School of Business created Global Dean's Council.
- The Dean of School of Informatics and Computing has visited alumni in India four times in past five years.
- In forthcoming activities, the McKinney School of Law has begun work in establishing an alumni chapter in Egypt, and IU-Bloomington Ghanaian alumni will be hosting IU study-abroad students in 2016.
- School of Engineering and Technology at IUPUI hosted two alumni events in Kuala Lumpur.

3. *IU will establish a Global Gateway Network including five new gateway offices in the Middle East, Europe, Latin America, Africa, and possibly South East Asia.*

- In 2015 IU opened its Europe Gateway in Berlin, its third Gateway (after Beijing and New Delhi). The IU Europe Gateway Office is located in the Kreuzberg neighborhood, an international and cultural hub in the heart of Berlin. Housed in the new Council on International Educational Exchange Global Institute, the Gateway serves as a base for IU activities in Germany and Europe. The Jacobs School of Music provided music for the opening.
- In September 2015, The School of Informatics and Computing conducted a workshop at the IU India Gateway, to explore potential U.S.-India research collaborations on the theme of assistive technology for the blind and visually

impaired. A second workshop on this subject is planned for 2016, in collaboration with IU partners at the Indian Institute of Technology.

- Kelley School of Business participated in activities in the Beijing and New Delhi Gateways.
- Lilly Family School of Philanthropy hosted scholar meetings at the Beijing Gateway.

> 4. *IU will increase the availability of a wide range of intellectually and culturally engaging study abroad opportunities for IU students, and increase the number of students who participate in such programs.*

- IU offers over 130 programs through the Office of Overseas Study, and over 250 programs through other IU campuses, schools and departments, with study in over 50 countries.
- During 2014-15, 38 new programs, in 23 countries, were approved, with 7 new programs in Latin America and the Caribbean, 7 in Asia, 3 in Africa, 2 in the Middle East, and 19 programs across 11 different European countries. These new programs included, among others:
  - Political and Economic Development in Turkey;
  - Teacher Education in Tanzania;
  - Arts Management in the Netherlands;
  - Geography in Costa Rica;
  - Business in India, and
  - Nursing in China.
- The Office of the Vice President for International Affairs also provides incentive grants for students to pursue internships abroad, and in 2014-15 IU student internships included a government ministry in Hungary, a public health clinic in the Dominican Republic, and an NGO in Japan.
- Kelley School of Business arranged multiple semester abroad and summer abroad programs for undergraduate students, and at IUPUI had a record number of students studying abroad.
- School of Global and International Studies *requires* all students to study abroad.
- School of Nursing began two new programs, for undergraduate and graduate students in Spain, and for graduate students planning on an academic career in England.
- Jacobs School of Music intensified recruiting efforts for Vienna study abroad, and had exploratory discussions on new study abroad opportunity in Florence.
- School of Informatics and Computing took 9 students on service learning course to Belize.
- School of Physical Education and Tourism Management began new study abroad program at Heilbronn University.
- Lilly Family School of Philanthropy initiated new study abroad program in Germany.

- School of Dentistry, in addition to its many service learning programs, began a new study abroad exchange partnership with Newcastle University.

> 5. *IU will continue and enhance support for international students and for exchange programs that bring short-term faculty visitors to the university*

- Indiana University international student enrollment is at an all-time high, with 8,794 students from 139 countries enrolled in the Fall 2015 semester, representing over 30 percent growth during the past five years.
- IU-Bloomington has increased its international recruiting efforts, visiting 47 countries in the 2015-16 academic year, up from 33 countries the previous year; international applications for Fall 2016 are up 20% over the same point in the prior year.
- IU hosted a number of international faculty in the past year, including seven visiting international scholars through the Kelley School of Business, and former Australian foreign minister Gareth Evans as the School of Global and International Studies' first Diplomat in Residence.
- School of Informatics and Computing hosted 23 students through its Brazil Science Mobility program at the Bloomington campus. Its IUPUI campus conducted international recruiting trips to India, China, Vietnam and Africa.
- IUPUI's international enrollment is also increasing, in part as a result of a new recruitment and service model launched in 2014; in Fall 2015 IUPUI had 1,990 international students, up by over 40% over a five-year period.
- IUPUI also began, in 2015, a new program in Intensive English, which strengthens opportunities for recruitment and for international student success.
- Lilly Family School of Philanthropy hosted nearly 50 Chinese philanthropists on two study tours of philanthropy in the U.S., and commenced discussions regarding an exchange program with Waseda University.

Bicentennial Priority Six: Health Sciences Research and Education to Improve the State and Nation's Health

Indiana University and IU Health, including Riley Hospital for Children, will strategically invest in world-class research and training in selected areas of the health sciences – with emphasis on cancer, cardiovascular disease, and the neurosciences – through targeted hiring, collaboration, and infrastructure investments which have the potential to be translated into new and improved treatments, cures, and procedures. Recognizing our responsibility to take a leadership role in improving health in our state, IU will continue to invest and coordinate its efforts in public health and will seek to work with state government agencies to help address Indiana's public health problems.

Bicentennial Action Items

1. *IUSM, and where relevant the other IU clinical schools, will continue to build research capacity in selected areas, with special focus on research in population health management, cancer, cardiovascular disease, the neurosciences, and pediatrics through the Riley Children's Hospital and Foundation, in order to achieve preeminence in these areas, and to generate increased external research funding from the NIH, DOD, Patient-Centered Outcomes Research Institute (PICORI), and other external sources.*

- In fiscal year 2015 the IU School of Medicine attracted $111.5 million in grants from the National Institutes of Health (up nearly 10% from the previous year) and $302.3 million in total research funding (a record, up 17% from the previous year).
- Funded projects include:
    - A PICORI-funded study of pain and fatigue, funding for IUSM to lead a national initiative for new treatments on inherited cancers (occurring mainly in children); and
    - A study of concussions in college athletes, in partnership with the NCAA and the Department of Defense.
    - A study of why mechanical stimulation of bones increases their resistance to fractures
    - Investigating potential connections between fever and relief of some symptoms of autism
- There was also significant funding for clinical trials of new drugs, especially in cancer treatment.
- The IU School of Nursing was ranked among the top ten nursing schools at public universities in terms of NIH funding with over $2.8 million in funded research.
- The School of Nursing was also awarded $2.2. million from the National Institute of Nursing Research to evaluate an advance care planning tool for end-of-life preferences.

2. IUSM will work with the clinical schools, other academic units across the university, and IU Health to recruit, mentor, and retain researchers, educators, and clinicians in these key areas, using cluster hires (see Bicentennial Priority Three) and other innovative mechanisms such as joint appointments between schools.

- An IUSM proposal for a comprehensive precision medicine initiative is one of the finalists for in the inaugural round of Grand Challenges funding.
- Important work on the Accountable Care Team model for inpatient care, done jointly with researchers in the Richard Fairbanks School of Public Health, and funded by the IU Health Values Fund, was released

3. IU will invest in the infrastructure to foster collaboration in research and educational programs among the clinical schools and other academic units, in order to increase opportunities for students and researchers, leveraging the Indiana Clinical and Translational Sciences Institute (CTSI) wherever possible.

- The Indiana Economic Development Corporation is providing $5 million of funding through CTSI in several new initiatives to move research discoveries from the laboratory to new therapies and new businesses.
- CTSI seed funding was instrumental in IUSM securing a 4-year $1.8 million award in 2015 from the National Heart, Lung and Blood Institute on cardiovascular health.

4. IU will coordinate multiple schools, departments, campuses, medical centers, and faculty to develop new inter-professional degrees and special qualifications in the health sciences to better prepare professionals for future team-based and population-focused models of health care delivery.

- The School of Informatics and Computing has developed graduate programs in Proactive Health Informatics.
- The Jacobs School of Music is working with the Neuroscience Department and the Speech and Hearing Department on hearing loss prevention and the effect of music on the brain.
- The Fairbanks School of Public Health launched a re-tooled version of the MD/MPH program, which can be completed in five years, and is being expanded to other IU campuses.
- The Kelley School of Business at IUPUI graduated its first class of physician MBA's.
- IUPUI is on track to make multiple faculty hires in health- and bio-informatics.
- The McKinney School of Law's Hall Center for Law and Health offers more than 30 health-law related courses.
- The Lilly Family School of Philanthropy has begun research on the relationship between altruism and health outcomes, and is exploring various partnerships across IU.

- The School of Dentistry developed an Introduction to Health Informatics Technology in Dentistry in collaboration with the School of Informatics and Computing.
- IU Southeast introduced a new program in health information administration.

- The U.S. Department of Health and Human Services has selected the IUSM to lead a four-year, $46.4 million federally-funded project to support 11,500 physicians, advance practice providers, and clinical pharmacists in Indiana, Illinois, and Michigan to facilitate the transformation of their practices in providing the triple aim of better health, and better care, at lower costs.
- The School of Optometry was awarded NIH funding to advance innovations in new treatments for glaucoma.

- There were major initiatives on health services infrastructure during 2015:
    - In Indianapolis, a new academic health center, including a consolidated adult services hospital, on a medical campus centered in downtown;
    - A new Multi-Institutional Academic Health Science Education and Research Campus in downtown Evansville; and
    - A regional academic health campus in Bloomington, which will serve as a new home for IU Health Bloomington Hospital.

- The School of Physical Education and Tourism Management is working with the YMCA of Greater Indianapolis, and the Marion County and State Departments of Public Health with the goal of improving health outcomes in Indianapolis.
- The IU School of Nursing, and the IU School of Optometry, continued their significant public outreach to under-served populations.
- IU East began a new Family Nurse Practitioner program in its Master of Science in Nursing degree, to help serve east-central Indiana and central Ohio, a region that has a shortage of primary care clinicians.

- IU Kokomo is also exploring options to expand its MSN Family Nurse Practitioner program, to serve the needs of its region, in partnership with Community Howard Regional Health and IU Health.

Bicentennial Priority Seven: Building a Prosperous and Innovative Indiana University

Indiana University will contribute to the economic development and prosperity of Indiana by translating the discoveries and innovations of faculty, staff and students into new products, services, and companies. The transformation of IURTC will ensure that it provides the highest quality of support for entrepreneurial activity at IU.

Bicentennial Action Items

1. *IU will work with researchers from all campuses, developing a systemic engagement infrastructure that advances the application and transfer of knowledge in the state.*

- The Office of the Vice Provost for Research at IU Bloomington, through a five-year grant from the Lilly Foundation, is working with the IURTC and the Johnson Center for Innovation and Translational Research to advance the application and transfer of knowledge in the state.
- The School of Social Work is using a National Child Welfare Workforce Institute Grant to fund the Child Welfare Trauma Fellowship, which provides students stipends for five years, where participating students commit to working for the Indiana department of Child Services for two years.
- Kelley School of Business's Indiana Business Research Center continues to provide forecasts on Indiana's economic outlook and to share information through forums across the state.
- The School of Public and Environmental Affairs' Public Policy Institute continues to provide policy-relevant research to state and local government.
- IU Southeast has a Regional Research and Creativity initiative.

2. *IU will work to foster a pervasive entrepreneurial culture at IU benefitting faculty, staff, students, and the greater communities the university serves.*

- Reuters News recently ranked IU in the top 50 of the world's most innovative universities.
- IU was designated an Innovation and Economic Prosperity University by the Association of Public and Land-Grant Universities.
- The Kelley School's Johnson Center for Entrepreneurship and Innovation developed the Hoosier Hatchery as an incubator for IU student-initiated businesses, hosts the Clapp IDEA Business Plan competition, and with the School of Informatics and Computing, co-sponsors the Building Entrepreneurs in Software and Technology competition.

- The School of Informatics and Computing also has the Cheng Wu Innovation Fund, thanks to a generous alumni donation, that supports students developing technological innovations.
- The Jacobs School of Music has created the Music Entrepreneurship and Career Development Center.
- The School of Global and International Studies is working with IURTC to bring marketable pedagogical and research products, such as language apps, to market.
- At the Herron School of Art and Design, the Basile Center for Art, Design, and Public Life provides students with professional practice experiences integrated into the curriculum, where students collaborate on projects with businesses, nonprofits, healthcare facilities, communities and government agencies.
- IU Kokomo partnered with the City of Kokomo and Innovate Indiana to open a co-worker space in the local incubator.
- IU Southeast introduced new minors and certificates in entrepreneurship, and sponsors an annual Entrepreneurship Academy.

3. *IU will engage and support IU alumni pursing the commercialization of their own innovations and champion their successes.*

- MatterFab, with support from the Innovate Indiana Fund, closed a $5.75 million seed-funding effort towards design and development of metal 3-D printers.
- Two IU startup companies – one developing a new generation of cardio monitoring instruments, the other designing a single system to capture and process multiple bioelectric measures – received Phase I Small Business Technology Transfer awards from the NIH.
- The School of Informatics and Computing has partnered with VisionTech Entrepreneurship for advisory sessions for faculty, students and alumni interested in starting a company or commercializing an idea, and also partners with Ice Miller for legal consultation for those interested in starting a commercial venture.
- The Kelley School of Business sponsors the IU Entrepreneurial Connection networking event for alumni and students, and spotlights alumni and their successes through media and speaking engagements.

4. *IU will engage with community partners and organizations across all sectors, providing relevant, contemporary expertise and services*

- The Child Welfare Education and Training Partnership between the School of Social Work and the Indiana Department of Child Services has transformed Indiana into a national model.

- The nonprofit faculty in the School of Public and Environmental Affairs, and faculty in the School of Informatics and Computing, regularly hold workshops for community nonprofit organizations.
- The School of Dentistry provides safety-net and community-based clinical services, and IU's Schools of Law provide many outreach clinics.
- The Schools of Education across all IU campuses have extensive working relationships with the state K-12 school systems.
- The McKinney and Maurer Schools of Law offer an extensive number of clinics, and give students the opportunity to volunteer on supervised projects for local nonprofit and government agencies.
- The Fairbanks School of Public Health launched the Center for Public Health Practice, which leads a statewide effort to link researchers, practitioners and policy-makers to advance public health in the state.
- At IU East, the School of Natural Science and Mathematics partners with the Hayes Arboretum and Cope Environmental Center, and the School of Humanities and Social Sciences has an ongoing partnership with the Richmond Art Museum.

5. *IU Regional Campuses will actively engage their communities and regions to develop and deliver education, degrees, cooperative initiatives, and research that address regional needs and opportunities.*

- A new program at IU Southeast, the Regional Research and Creativity Initiative, allows faculty to apply for up to $2500 in funding to support regionally focused research or creative work. The research may address community challenges and/or potentially result in the development of opportunities for the community. The creative activity may promote artistic awareness or enhance the artistic culture of the community.
- At IU Northwest, the Office of Diversity, Equity and Multicultural Affairs and the Brother 2 Brother program conduct a yearly community cleanup for campus Earth Day celebrations along the University corridor, soliciting volunteers from community and campus to address a pressing regional need.

6. *IU will realign IURTC's resources to enable greater focus on high potential startups/ideas generated by its entrepreneurially-engaged faculty, staff, and students.*

- In fiscal year 2015 a record 183 U.S. and global patents were issued to IURTC, a 250% increase over the previous year, and the largest number of patents issued to any research university in the state of Indiana.

- Approximately 70% of IURTC's active patents are licensed, and fiscal 2015 generated $6.85 million in licensing revenue.
- IURTC's 'Spin Up' business catalyst made $1.58 million in company awards, focusing in biotechnology, engineering, health care information technology, life sciences, and medical devices.

7. *IU will initiate a collaboration between IURTC and the IU Foundation to create a fund that will be available to provide capital to innovations generated within the IU ecosystem, with the objective of providing economic benefit to the university.*

- This proposal is in the planning stages.

8. *IU will relocate IURTC's headquarters from its present off-campus location to the Wishard/16 Tech Downtown Technology District proximate to IUPUI.*

- IURTC is in the planning process of the move, and will relocate as soon as space becomes available in the new location.

Bicentennial Priority Eight: Towards a Culture of Building and Making

Indiana University will explore and pursue the feasibility of establishing new programs in design and engineering on the IU Bloomington campus and technology programs on the regional campuses to meet regional needs.

Bicentennial Action Items

1. *IU will establish an external Blue Ribbon Committee to assess the viability of establishing a new, nationally competitive program in IT-related engineering on the IU Bloomington campus, based on the recommendations of an internal committee established for that purpose. The internal committee will coordinate its recommendations with the School of Engineering and Technology at IUPUI.*

- The Blue Ribbon Committee completed its report and recommended the establishment of new engineering programs through the School of Informatics and Computing on the Bloomington campus. These degrees – a Bachelor of Science, and a Ph.D., in Intelligent Systems Engineering – were approved by the Trustees in April 2015, and by the Indiana Commission on Higher Education in August. A Master's degree is in development. The Bachelor's degree will offer tracks in computer engineering and cyber-physical systems, bioengineering, and molecular and nanoscale engineering. The doctoral degree will offer studies in all of those areas, plus environmental and neuro engineering. These programs are now accepting students for Fall 2016 enrollment.

2. *IU will establish a new School of Design and Art to be located within the College of Arts and Sciences at IU Bloomington. Once established, provide it with new facilities to support the expansion of its programs. The School of Design and Art should wherever possible emphasize areas in addition to those offered by the Herron School of Art and Design.*

- The Trustees endorsed the creation of the new School of Art and Design in August 2015, and the initiative is moving forward on a number of fronts: a search for a Founding Dean of the School was announced in September; faculty have been working collegially to form a governance document for the new School; a Bachelor of Science in Comprehensive Design has been developed, to enroll students in Fall 2016; and renovation work is well underway in Kirkwood Hall, which will house the main offices of the School, as well as faculty offices for Apparel merchandising and interior design.

- The Bachelor of Applied Science is now available as a fully online degree (as well as on-campus, with some courses online) offered collaboratively by IU's Regional Campuses, designed to allow students with Associate's degrees to gain valuable management and technology skills. It is showing strong growth in enrollment.
  - As of Fall 2015 there were 67 students enrolled in this new program, with 21 of those in the fully online program.
  - It is anticipated that in 2016 student enrollment in the BAS will exceed 100.
- UITS opened 3D printing studios at IUB and IUPUI to support Design and Art students, which can serve as archetype for regional campuses as well.
- School of Informatics and Computing has invested in equipment and course development in the area of 3D printing.
- Herron School of Art and Design developed a first year foundations course in Building and Making.
- IUPUC Mechanical Engineering program continues to grow, sharing space with Purdue Polytechnic in the Advanced Manufacturing Center for Excellence in Columbus.

INDIANA UNIVERSITY BICENTENNIAL STRATEGIC PLAN

APPENDIX A: KEY METRICS 2015

A Commitment to Student Success

	2015	2016	2017	2018	2019
Net in-state undergraduate tuition[2]	$11,234				
Undergraduate degrees awarded.	14,666				
Graduate and professional degrees awarded.	6,076				
4-year graduation rate for full-time undergraduate students.[3]	42%				
6-year graduation rate for full-time undergraduate students.[4]	58%				
Total number of online classes.[5]	1,816				
Number of students enrolled in an online course.[6]	23,026				
Proportion of students from an under-represented minority.	17.7%				

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[2] Based on IPEDS guidelines, net price for first-year, full-time undergraduate gift aid awardees, nominal dollars, IU overall (weighted by campus number), 2014-15.
[3] Students who began studies in 2011.
[4] Students who began studies in 2009.
[5] Fall semester.
[6] Fall semester.

A Community of Scholars

	2015	2016	2017	2018	2019
Full-time tenure or tenure-track faculty	3,054				
Non-tenure track faculty	1,979				
Proportion of faculty having earned highest degree	89%				

Catalyzing Research

	2015	2016	2017	2018	2019
Funded Grand Challenges proposals	First funded proposals to be announced 2016.				
Amount of Grand Challenges funding.	First funded proposals to be announced 2016.				
Number of cluster hires.	To follow grand challenges.				
Faculty receiving New Frontiers in Arts and Humanities grants.	25				
External research funding.	$540.7 million				
IU faculty fellows in American Association for the Advancement of Science	92				

Re-Imagining Education

	2015	2016	2017	2018	2019
Internal reviews prepared by School of Education	Reviews complete.				
Convene Blue Ribbon Committee	Committee reconstituted to provide report on core school structure.				
Implement recommendations of committee	Pending report of the committee.				

A Global University

	2015	2016	2017	2018	2019
Exchange programs with priority IU partners	20				
IU Global Gateway sites	3				
Students in for-credit study abroad[7]	2,918				
Students in non-credit overseas activities[8]	562				
International Student enrollment	8,794 students 139 countries				

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[7] This figure is lagged one year.
[8] This figure is lagged one year.

Health Sciences Research and Education

	2015	2016	2017	2018	2019
IUSM external research funding	$302.3 million				
IUSM funding from NIH	$111.5 million				
Number of students enrolled in M.D. program	1,379				
Number of learners participating in CIPHEP programs.[9]	1,024				

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[9] Center for Interprofessional Health Education and Practice.

Building a Prosperous and Innovative Indiana University

	2015	2016	2017	2018	2019
Number of global and U.S. patents issued	183				
IURTC licensing revenue	$6.85 million				
Awards made through IURTC Spin Up business catalyst	$1.58 million				

Towards a Culture of Building and Making

	2015	2016	2017	2018	2019
Establish new degrees in Intelligent Systems Engineering (ISE).	Degrees approved.				
Students enrolled in new ISE degrees.	First students to enroll Fall 2016.				
Graduates in ISE.					
Establish School of Art and Design (SOAD) on IUB campus.	School approved.				
Students enrolled in new BS in Comprehensive Design.	Degree in approval process.				
Graduates of SOAD.					
Students enrolled in Regional Campus Bachelor of Applied Science.[10]	67				

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[10] Fall enrollment