

Campus Strategic Priorities Action Plan

Strategic Priority I: Attain Fall Enrollment of 3,011 by 2011

Goal 1.0 Attain Fall Enrollment of 3,011 by 2011

Task	Baseline	Target	Date	Assigned	Budget	Status as of 01/30/09
Objective 1: Identify initiatives or programmatic actions to attract increasing numbers of new students						
Implement new degrees and degree concentrations that will produce net increases in enrollment	24 baccalaureate degrees 3 master's degrees	B.A. Fine Arts B.S. Informatics B.S. Early Childhood Education B.S. Secondary Education M.P.M. SPEA M.S. Education	2006-08	Academic Affairs	Reallocation and new fees	All implemented
Implement a "Compact" with IVY Tech guaranteeing 60 credit hours of transfer and junior status for qualified A.S./A.A. degrees	Six (6) A.S. to B.S. program articulations	"Compact" to align 60 hours of IVY Tech general education with most B.S./B.A. degrees and guarantee junior class status	2007-08	Faculty Senate	None	Done
Utilize select merit based awards, esp. STAR to attract high ability HS students	3-yr. awards @ \$1000 = avg. 29 3-yr. awards @ \$1500 = avg. 10	Increase top tier STAR award and double number of awards accepted	2006-08	Admissions & Financial Aid	Reallocation \$25,000	Emphasis moved to needs-based awards; allocation of \$30,000
Increase the number of contacts and visits with Hamilton Co. high schools	HS grads from Hamilton County average 24 per year	10% increase per year from 24 to 39	2006-2011	Admissions, Academic Affairs	Reallocation	Contacts increased; results unchanged; 21 enrollees fall 2008
Strike a deal with IUB & IUPUI admissions to access all non-qualified in geographical region	No cooperative agreement on sharing applicant data	Negotiate agreement	Fall 2006	Vice-Chancellor Student Services	None	Done
Implement a dual credit program Project ENGAGE and grow ACP to attract more high school students	Fall 2005: 20 ACP matrics [10% yield]	Increase yield to 15% (30)	Fall 2008	Vice-Chancellor Student Services, Admissions	\$10,000 Reallocation	ACP registrants up 10%; matrics to IUK no change
Improve follow-up on transfer students to improve matric yield	Transfer matric yield - 60%	Yield to 65% (netting +15 students per year)	Fall 2009	Admissions and Academic Departments	None	Fall 2008 yield = 68%, but base declined
Emphasize Student Life programming in all elements of new student recruitment	Review VIP Days, website, literature & appointments	Accentuate positive benefit of engagement as part of learning	2006-2007	Admissions Office	None	Student Life emphasized in all recruitment events
Increase marketing efforts for graduate programs to maximize potential grad headcount	Graduate headcount @ 4% of total	Graduate enrollment increasing approx. 1% per year to 8% of total	2006-2011	Academic Affairs, OMC	Reallocation of \$8,000	Done; demonstrating some progress; however it appears delivery format counts among grad students. MPM very successful with cohort model.
Develop more focused recruitment activities for minority students	Fall new minority percent equals 6-7%	Attain new minority percent equal to 7-county minority population @ 10.7%	2006-2011	Academic Affairs, Admissions, Campus Climate	None	Fall minority enrollment largest in campus history; 8.5% of total enrollment

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Continue Strategic Priority I - Attain Fall Enrollment of 3,011 by 2011

Task	Baseline	Target	Date	Assigned	Budget	Status as of 01/30/09
Objective 2: Expand and develop programs that enhance the success of the first-year student						
Student Services and Academic Affairs will seek increased opportunities to collaborate and improve first-year initiatives: mid-term grades, Learning Community support, entry assessment, career counseling, availability of student data	Evaluate & review all events, activities, and services where Student Services and Academic Affairs intersect	Shift energy and resources to most effective program elements as measured by surveys and retention rates	2007-08	Academic Affairs, Student Services	None	New student data provided to LC instructors; special sections created for at-risk students. Discussion between Academic Affairs and Student Services ongoing. Joint Student Success Committee reviewing FLCs utilizing several data sources.
Improve Orientation as a central retention strategy	Review current New Student Orientation	Implement recommendations of Orientation Task Force	2006-07	Academic Affairs	None	Implemented new student convocation
Improve communication with parents of first-year students	Parent session in Orientation	Achieve greater parent involvement with regular communication from SSER offices	2007-08	Academic Affairs and Student Services	None	Developing parent section on new web redesign
Explore the delivery of a common first-year curriculum (gate-way courses) for new students	Review-current first-year curricular requirements of majors and evaluate student demand for common first-year courses	Improve freshmen year curriculum; establish Learning Communities in BUS, EDU, NURS	2007-08	Academic Affairs	Reallocation	LCs have been established in BUS, EDU & NURS - has positively affected retention
Sustain emphasis on Student Life programming as an integral component of improving retention	Continue with current Assessment Plan	Increase student life participation by 10% as measured by event attendance and organization membership	2006-2011	Student Development & Campus Life	None	Baseline data collected in 2008-09
Objective 3: Review retention initiatives and place increased emphasis on strategies with impact beyond the first year						
Review awarding of all merit-based aid to full-time students	Use STAR program as a template; 2nd year retention - 50%; 3rd year - 30%	Improve 2nd year retention to 60% and 3rd year to 40%	2006-2011	Admissions, Financial Aid, Academic Affairs	None	No measurable improvement on fall to fall retention yet
Improve scheduling patterns (day and time slots) based upon enrollment and demand studies	Review academic unit scheduling preferences and student registration patterns	Align high demand courses with high demand time slots; add sections	2006-2009	Academic Affairs and Registrar	None	Deans have made some progress in the area, creating 2 & 4 day scheduling models in majors
Review various enrollment related policies that if changed may positively affect retention	Policies on withdrawal, probation/dismissal, repeat courses, attendance, SAP, F.A. degree progress	Implement recommendations that are judged to be improvements	2007-08	Academic Affairs, Student Services and Finance & Administration	None	Some progress on withdrawal policies; other policies needing review by SSC
Add a required applied learning component to curriculums that could benefit from improved student engagement	Identify internships required for degree completion	One internship or applied learning experience in SOAS & BUS majors	2008-09	Academic Affairs	None	All Education programs require extensive practica hours (150-300) prior to 16 weeks of student teaching (525). Nursing--already highly engaged in applied learning components from in-hospital clinicals to community activities benefitting the community and our students. Required of every student.

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Continue Strategic Priority I - Attain Fall Enrollment of 3,011 by 2011

Task	Baseline	Target	Date	Assigned	Budget	Status as of 01/30/09
Implement a "Stop-out Retrieval" program in all academic units	Stopouts account for 8% of fall or spring enrollment	Increase return rate of stopouts to 8.5%	2006-2011	Academic Departments	Reallocation	Implemented in BGS Education--advisors implemented e-mail and phone call campaign
Make baccalaureate degree audits available in all schools as a component of SIS "self-service"	Fall 2005: 4 degree audits	Increase degree audits to 20	2008-2009	Academic Affairs and Registrar	None	All degree audits completed 4 awaiting final approval
Change university business practices that encumber enrollment processes	Establish task force to study policies	Implement recommendations	2008	Academic Affairs, Finance & Administration and Student Services	None	Personal deferment changed from 3 to 4 pays
Expand ACCEL module course offerings for utilization in all degree programs	35 courses in inventory	Increase total inventory to 60	2008	Continuing Studies and Academic Affairs	Reallocation	Resources not available to develop more hybrids
Objective 4: Prioritize enrollment plan initiatives that have major cost; determine value added and execute if feasible						
Expand advertising budget based upon need for year-round targeted messages	\$85,000	Potential increase of 40%	2008	External Relations	Reallocation \$34,000	No new funding received for FY 09. FY10 budget requests will reflect increase. Viewbook and travel piece production costs were below.
Increase General Fund Scholarship base budget by 25% on top of annual increments	2006 budget - \$185,000	2009 budget - \$231,000	2011	Cabinet	Reallocation \$46,250	Current reallocation \$30,000 for needs-based support
Update Marketing Plan	2002 Marketing Plan includes inventory of required publications	Identify new publications that add cost beyond standard inventory	2008	External Relations and Student Services	None	Higher printing/paper costs, along with a switch to full color has increased Messenger costs from \$12K to more than \$20K
Assess reports and recommendations from previous enrollment consultants; determine if external professional expertise is needed	2001 Carnegie studies [\$77,000]	Arrange for new enrollment consultant [ex. AACRAO] to review current practices, strategies, marketing, environmental context, etc.	2007-08	Cabinet and Vice-Chancellor Student Services	Reallocation	Done, yielded Bontrager consultancy
Review the adoption of a modified RCB model to increase academic department accountability for enrollment	Review current tuition revenue flow and assess how to implement RCB	Test or pilot model to assess feasibility and hidden costs	2008	Finance & Administration	None	Under discussion
Explore alternative tuition revenue models	Tuition revenue resulting from standard credit hour rates	Develop proforma revenue streams and recommend change	2008-09	Finance & Administration	None	Under discussion; will continue to develop but unlikely to make significant changes in current economic downturn

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Strategic Priority II: Improving Bachelor's Degree Graduation Rates

Goal 2.0 Enhance the Educational and Professional Attainment Level of Area Residents by Increasing Bachelor's Degree Graduation Rates

Task	Baseline	Target	Date	Assigned	Budget	Status as of 01/30/09
Objective 1: Establish campus-wide Success Committee charged with multiple responsibilities						
Identify administrative and process barriers to student success and assist units in removing these barriers.	Review literature, IU and IU Kokomo reports	Assess and report on process barriers by December 2007	Dec-07	Academic Affairs, Student Affairs, Administration & Finance, and IT	None	Electronic drop implement; on-line transcript request, and certifications via Clearinghouse
Assess and report on the effectiveness of current student success initiatives	IU Kokomo Annual Retention Report 2006	Report annually regarding the effectiveness of campus retention activities and make recommendations for improving processes and outcomes	Mar-08	Student Success Committee	None	In process at the SSC
Review campus level oversight of retention activities and programs	Current oversight is diffuse nominally under Academic Affairs	Recommend a campus level administrative structure and process	Dec-07	Student Success Committee and Cabinet	Reallocation	In process at the SSC
Coordinate ongoing program of student success best-practice seminars/workshops	Currently CTLA/HR offers a teaching related events and offers staff improvement workshops	6 workshops per year focused on specific areas of student success and persistence	2007	Student Success Committee and CTLA	Reallocation	CTLA provides multiple programs
Objective 2: Improve first-year success and retention outcomes						
Add Learning Communities in majors	Fall 2006 no major-oriented Learning Communities	Increase connection to majors and enhance fall to fall retention in Business, Nursing, Education	2007	Academic Affairs	\$4,000 reallocation from freshman instructional budget	Added as of 9/1/07
Assess Learning Communities	Fall to Fall new student beginner retention has averaged 57%	Improve new student beginner retention utilizing Learning Communities to a rate of 62%	2008-2009	Academic Affairs, Director of Learning Communities	Reallocation assessment	Faculty and Student Surveys completed. Retention study completed. Data under review by SSC
Integrate advising into Learning Communities	2006 advising had limited relationship to Learning Communities	Advisors have more integrated direct role in students' success	2007	Academic Affairs	Reallocations	Done; see survey and report above regarding success of initiative
Add student mentors to Learning Communities	Student mentors not currently used on campus	Minimum of one mentor per Learning Community	2007	Academic Affairs	Reallocation from Orientation	Done; see survey and report regarding success of initiative

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Continue Strategic Priority II -Improving Bachelor's Degree Graduation Rates

Task	Baseline	Target	Date	Assigned	Budget	Status as of 01/30/09
Objective 3: Develop and implement effective second-year success and retention initiatives						
Working with Vic Borden, identify characteristics of poor persisters	Existing campus data and literature on persistence	Submit report on poor persisters by January 2008	2008	Student Affairs Academic Affairs	None	Done; report has been shared with campus community and is being used to frame recruitment and retention strategies
Improve scheduling patterns (day and time slots) based upon enrollment and demand studies	Review academic unit scheduling preferences and student registration patterns	Align high demand courses with high demand time slots; add sections	2007-09	Academic Affairs Registrar	None	An initial survey was shared with Deans; Education - Informal discussions with students indicate a substantial interest in summer student teaching placements
Develop strategies to assist transfer students and to encourage FT enrollments	Current FT/PT ratio	Enhance FT to PT ratio	2008	Student Success Committee	None	Allocated \$15,000 for IVY Tech transfer scholarship. Completed degree audits
Enhance student engagement with majors	Number of students in co-curricular activities per major and aggregated for the campus	All sophomores will be involved in at least one co-curricular activity	2009	Academic Units		Education--advisors visit classrooms advise student organizations, increased visibility. Advisory Board meets Jan. 2009 and includes A/S faculty in math, science, social studies, English and art. Nursing - first meeting of student nurse leadership council scheduled for February 4, 2009
Annually review effectiveness of student engagement activities	Currently not done on a regular basis	Annual report from each unit on engagement activities	2008	Student Success Committee and Academic Affairs	None	In process at SSC
Increase number of internships required in degree program curricula, especially Business & Arts and Sciences	Internships currently required for degree completion	Minimally, one internship or applied learning experience in all majors	2009	Academic Affairs and Registrar	\$10,000	New Lilly grant will support this effort; needs unit buy-in
Objective 4: Enhance the role of campus-wide advising in student success and retention						
Identify and implement best practices in student advising at commuter campus	Last review of advising done in 1997	Submit report and recommendations for restructuring campus advising	2008	Chair Advising Committee	\$7,000	See NACADA Report
Assess student advising and advisors	Last review of advising done in 1997	Submit findings March 2008	2008	Chair Advising Committee	Reallocation	See NACADA Report
Review campus level administration of advising	Advising oversight is diffuse with no central oversight	Make decision on advising administration	2009	Campus Success Committee and Cabinet	Reallocation	New Advising structure in process; will be fully implemented by August 2009
Objective 5: Study the possibility of identifying off-campus housing especially for international students to maximize degree completion						
Appoint task force to study the issue of student housing for select students	Review ICHE, IU requirements study previous housing initiatives	Propose recommendations	Spring 2008	Academic Affairs	None	Decision to move forward on new Health Education and Wellness Center is viewed as first step

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Strategic Priority III: Enriching the Campus Learning Environment

Goal 3.1 Review current programs to determine if they continue to effectively support the educational needs of the region. Determine if new programs and/or greater investment in current programs are required.

Task	Baseline	Target	Date	Assigned	Budget	Status as of 01/30/09
Objective 1. Review current program assessment practices and implement more effective processes for program review and improvement.						
Appoint a Program Review and reinvestment Task Force to develop a process for and review all current degree programs	No campus-wide program review has ever been done	Submit a report to the Chancellor by March 1, 2008	2007-2008	Academic Affairs	None	Plan submitted to Faculty Senate/Deans
Appoint a Task Force to compare IU Kokomo's program mix with its peer institutions	No such comparison has been done before	Submit a report to the Chancellor by December 2007	2007	Academic Affairs	None	NOTF has been appointed
Appoint a small Task Force to analyze the above data and recommend new degrees	No such analysis has been done before	Submit a report to the Chancellor by December 2008	Apr-08	Academic Affairs	None	NOTF has been appointed

Goal 3.2 Initiate Phase I of Health Education Center Initiative

Objective 1: Create HEC Taskforce to initiate building planning process.						
Initiate first steps required for the physical planning of a new building	Johnson, Johnson & Roy Master Plan of 1977	Have the campus Master Plan updated by University Architects' Office	2008	Chancellor and Finance & Administration	\$50,000	Committee created
Develop a finance plan for meeting estimated construction costs and maintenance	Similar college facilities with corresponding funding methodology	Identify comparable construction projects, esp. at peer institutions to formulate a financing plan	2008	Student Services	None	Pending State approval for new construction

Goal 3.3 Enhance the Capacity of Campus Resources, Facilities and Infrastructure

Objective 1: Review and make campus-wide recommendations regarding the future use of technology						
Appoint a campus-wide Task Force to study trends and issues	Review existing campus reports, studies and policies	Submit report to Chancellor - Fall 2007	Oct-07	Academic Affairs and IT	None	Report completed

Goal 3.4 Continue the Development of Campus-Wide Assessment Activities to Ensure the Campus Sustains a Culture of Evidence

Objective 1: Sustain and improve academic program assessment of student learning						
Ensure that all degree programs have developed effective assessment plans	Most, not all, programs have submitted plans.	100% of degree programs will have filed an assessment plan with CTLA.	Mar-09	CTLA, Academic Deans	NA	New objective as of 9/02/08. Education--assessment system implemented; data used for student performance decisions, program improvement, and unit evaluation
Review current assessment plan format and timetable	Current format & timetable were established when CTLA was given administrative responsibility for assessment and have not been reviewed.	Campus-wide Assessment Plan and activities to be reviewed every 3 years.	Apr-09	CTLA, Assessment Council, Faculty Senate Assessment Committee	NA	New objective as of 9/02/08. Assessment Council has not met to discuss this review

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Continue Strategic Priority III -Enriching the Campus Learning Environment

Task	Baseline	Target	Date	Assigned	Budget	Status as of 01/16/09
Assist non-degree academic programs (e.g., minors, certificates) in developing effective assessment plans and develop plan for systematically assessing general education.	No formal plans for minors or certificates have been filed with CTLA.	100% academic minors and certificate programs with no corresponding major (e.g., Women's Studies, Certificate in Entrepreneurship) will have filed an assessment plan with CTLA. Develop plan for systematically and effectively assessing general education learning outcomes.	Apr-10	CTLA, Academic Deans, Educational Policies Committee		New objective as of 9/02/08. Cont.Ed.--will conduct graduate survey and continue development of portfolio assessment. Education - candidate performance in program minors and endorsements are included in the division's assessment system
Objective 2: Sustain and improve assessment of effectiveness of support units in meeting their mission.						
Determine state of assessment/evaluation activities of non-academic units	IT, Student Development & Campus Life, Physical Plant, and CTLA file assessment reports with CTLA. No campus-wide database of other assessment or evaluation activities which occur exists.	Submit report to Chancellor	Jul-09	Vice Chancellors		New objective as of 9/02/08.
Develop a plan for regular assessment/evaluation of non-academic units' effectiveness	No campus-wide plan for collecting or reporting on non-academic assessment exists.	Develop campus-wide plan for regularly collecting, reporting on, and using non-academic assessment data for evaluation and improvement.	Jul-09	Vice Chancellors		New objective as of 9/02/08.
Objective 3: Improve sharing of assessment/evaluation results with stakeholders.						
Determine optimal methods for sharing assessment/evaluation results and ensure that all units share results as appropriate	Academic units place assessment report summaries on the web; some share results in other ways.	Incorporate in new web re-design	Jan-09	CTLA Director, OCM Director		New objective as of 9/02/08. No change from base-line
Develop effective format for campus-level assessment reporting	CTLA director wrote campus-level report focusing on participation levels for 2005-2006. Other campus level assessment reporting focuses on indirect assessment (e.g., NSSE) and on general education; information on student learning outcomes from academic program assessment reports does not appear in campus-wide reports.	Reports on participation will be posted on web each January. Research other institutions' all-campus assessment reports to determine effective way to report on student learning at IU Kokomo.	Apr-09	CTLA Director, Assessment Council, Faculty Senate Assessment Committee		New objective as of 9/02/08. No change from base-line

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Strategic Priority IV: Establish mutually beneficial partnerships

Goal 4.1 Establish Partnership Parameters to Guide the Development of Mutually Beneficial Regional Partnerships

Task	Baseline	Target	Date	Assigned	Budget	Status as 01/30/09
Objective: 1. Define characteristics of mission-sustaining partnerships						
Identify characteristics of high priority campus-level partnerships and develop a list of partners for MOU consideration	Current formal and informal partnerships and affiliations	Identify and establish 3-5 high priority, campus-level partnerships that strategically support campus missions and vision	2008	Offices of Continuing Studies and External Relations	None	Assigned and in process; report due Spring '09"
Identify characteristics of high priority unit-level partnerships and develop a list of partners for MOU consideration	Current unit-specific partnerships and MOUs	Identify and establish 2-3 high priority, unit-level partnerships that strategically support units mission and goals	2008	Academic Deans	None	Education--partnerships with area school corporation, ITCC and WIRED created and enhanced. Collaborations with IUE (diversity, research, faculty professional development) are being discussed. Nursing - has affiliations with approximately 20 health care facilities.
Objective: 2. Assess current level of campus partnerships						
Aggregate existing data on campus/unit-level partnerships	Reported on at convocations and in various campus publications; no ongoing aggregated reporting mechanism is currently in place	Annually publish on the web and in print a piece describing the campus' major partnerships and their outcomes	2008	Academic Affairs, External Relations and Continuing Studies	Reallocation	Assigned and in process; report due Spring '09"
Aggregate data on service/experiential learning partnerships	Currently reported by Office of Career Services in Student Services and Applied Learning	Post annual report on web page and add to print version noted above	2008	Director of Career Services and Coordinator of Applied Learning	None	New baseline data to be updated when Career Services position is filled
Objective: 3. Assess campus participation on community boards						
Aggregate data on faculty, staff membership on community/regional boards	No current data base exists	Submit report on campus participation	2008	External Relations, all unit heads	None	Reports pending; will come out of 2008 Annual Reports
Aggregate data on community membership on campus boards	No current data base exists	Submit report on campus participation	2008	Chancellor and unit heads	None	Reports pending; will come out of 2008 Annual Reports
Identify additional, mission-appropriate opportunities for community service	No current data base exists	Annually identify mission-appropriate engagement opportunities within units	2008-2011	All Units	None	Will follow from reports under Objective 1

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Strategic Priority V: Promote campus diversity to prepare graduates to function in a multi-racial, ethnic, global environment

Goal 5.1 Increase the Racial and Ethnic Diversity of the Student Body

Task	Baseline	Target	Date	Assigned	Budget	Status as 01/30/09
Objective: 1. Establish campus-wide Diversity Council						
Appoint faculty, staff, and students to council	Review IU and IU Kokomo reports on diversity and work of previous diversity committees (EMA, Diversity Group)	Report twice yearly regarding the effectiveness of campus diversity activities and make recommendations for improving processes and outcomes	2008	Chancellor	None	Committee created
Review effectiveness of campus level leadership and oversight of diversity/equality activities and programs	Current EMA report and recommendations; currently oversight is diffuse, nominally under Affirmative Action	Make a determination regarding the administrative support for diversity	Mar-08	Cabinet and Affirmative Action Officer	None	Ongoing
Objective 2: Develop new ways to increase student diversity						
Pursue additional scholarship, grant funding for minority students	Thompson Scholarships for minority students	Develop and implement a plan to provide scholarships for all minority students who qualify for STAR scholarships	2008-2011	Diversity Council, External Affairs, Student Services	New funding	Improve utilization of Thompson Scholarship
Provide additional support for freshmen-senior minority students	Current programs exist in Campus Climate but resources are limited	Involve 25% of freshmen and 33% other minority students in support activity	2008	Student Services, Academic Affairs and Campus Climate	Reallocation	Will be supported in part by newly approved Diversity Initiative; Additional discussion on how better to use current resources in progress
Goal 5.2 Attract and Retain Diverse Faculty and Staff to Support New and Existing Programs						
Objective 1: Attract, support, and retain diverse faculty and staff						
Appoint Task Force to review faculty salary minima with special attention to minority faculty	Current 2007-2008 salary levels	Recommend a plan to bring faculty salaries to 80%	2008	Academic Affairs and Diversity Council	None	Compensation RFP under development
Identify and implement best practices in recruiting diverse faculty and staff	Review current literature and past IU, IU Kokomo practices	Submit recommendations for restructuring campus recruiting	2008	Diversity Council and Cabinet	None	In process at Diversity Committee
Consult with IUSB and IUPUI regarding collaborating with them in their HBCU partnership efforts	Previous efforts with Howard University have not been effective	Establish 1-2 ongoing relationships with HBCUs for faculty/staff recruiting	2008	Academic Affairs	Reallocation	Some discussion has taken place with IUSB on this issue. Will review IUSB practice to determine its application
Identify and implement best practices in supporting diverse faculty and staff	Review current literature and past IU, IU Kokomo practices	Submit findings and recommendations	2008	Diversity Council and Cabinet	Reallocation	In process at Diversity Committee. Also discussions with VP for Diversity have been initiated

Campus Strategic Priorities Action Plan

Continue Strategic Priority V - Promote campus diversity to prepare our graduates to function in a multi-racial, ethnic, global environment

Task	Baseline	Target	Date	Assigned	Budget	Status as of 01/30/09
Goal 5.3 Establish a Taskforce to Assist Faculty and the Administration in Enhancing the Diversity/Globalization Content, Experiences, and Pedagogies in Campus Programs and Courses						
Objective 1: Enhance diversity/globalization content, experiences, and pedagogies in campus programs						
Identify and implement best practices in diversity pedagogy	Review current IU Kokomo practices and literature on diversity, globalization with focus on Noel's six goals of multi-cultural competence	Submit recommendations for revising courses and pedagogies spring 2008	2008	Diversity Council, Unit Faculty, Deans and Chairs	None	Education--information required for Spring 2009 report to NCATE (Standards 1 Curriculum, 4 Diversity and 5 Faculty). Differentiated Instruction strategies included in all programs and modeled by faculty
Implement support for faculty development activities in diversity	Review current literature and past IU, IU Kokomo practices	Identify funding Summer 2008	2008	Academic Affairs	Reallocation	Faculty development activity coordinated by CTLA and Diversity Committee planned for Spring 2009
Objective 2: Enhance connections with diverse communities and build partnerships centered on educational attainment						
Facilitate listening forums to ascertain needs and aspirations of diverse communities in the region.	Review current activities in Campus Climate and Early Outreach	Hold one listening forum per county	2008	Diversity Council	Reallocations	Meeting January 30, 2009 with representatives of Black churches in Kokomo
Facilitate listening forums to ascertain needs and aspirations of diverse campus communities regarding interest in speakers, service learning, event to coordinate activities	No current group facilitates this activity	Hold two forums per year	2008	Diversity Council	None	Pending action of Diversity Committee. Anticipate first session Spring "09"

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Strategic Priority VI: Enhance the visibility of the campus with key community stakeholders and promote the value of the campus to the region

Goal 6.1 Create a Comprehensive External Relations Plan, Including Specific Objectives for Enhancing the Effectiveness of Communications and Marketing, Alumni Relations, Government Relations, and Development

Task	Baseline	Target	Date	Assigned	Budget	Status as of 01/30/09
Objective: 1. Assess the impact of Indiana University Kokomo in the service area, consistent with the Knowledge that Works theme. Review: a) Impact of Graduates; b) Impact on Economic Development; and c) Impact of Community Engagement						
Identify the parameters that define "impact" within the three areas of a) Graduates; b) Economic Development and c) Community Engagement	No current data base exists	Define critical parameters and develop method to measure impact.	Fall 2007	External Relations staff and marketing committee	None	Parameters defined. As these tie to the engagement objectives under Priority IV, these efforts must be coordinated
Conduct "best practices" review of peer institutions and identify local competition based upon their strengths in these areas	No current data base exists	Conduct survey and compile information.	Spring 2008	External Relations staff and marketing committee	Reallocation	Not completed
Conduct comprehensive "Carnegie-like" survey of service area.	2001 Carnegie survey	Commission study	Summer 2008	Consultant	\$60,000	Funds not available in discussion with Dr. Person; project will be brought forward during FY10 budget discussions
Aggregate data on "impact" of campus to the region	No current data base exists but will work in conjunction with Strategic Priority IV to support common activities	Develop strategy to share "impact" message with service area.	Fall 2008	External Relations staff, marketing committee and consultant	Reallocation	As these tie to the engagement objectives under Priority IV, these efforts must be coordinated
Objective: 2. Assess current condition of all operational units within External Relations, which include Communications and Marketing Development, Alumni Relations and Public Affairs						
Review current budgets, staffing structure as well as operating and strategic plans for all units with External Relations	Current organizational structures, job descriptions, operation and strategic plans and budget trends	Analyze existing information and develop priorities for individual plans	Fall 2007	External Relations staff	None	Complete
Develop operational and strategic plans for each External Relations unit; development, OCM, alumni relations and government relations	Existing plans	Create individual unit plans, which will be modified annually	Spring 2008	External Relations staff	Reallocation	Alumni plan, draft development plan and communication schedule done. Marketing plan was not completed by former OCM director
Individual unit plans will be folded into an External Relations plan, designed to maximize the personnel and budget resources of the overall unit	No current overall plan	Create master External Relations plan, with annual modifications	Summer 2008	External Relations staff and marketing committee	None	Nothing above, master ER plan is not complete, although allocation of staff has been discussed and will be further explored during 11/24/08 staff retreat with Deb Dunbar

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Continue Strategic Priority VI -Enhance the visibility of the campus with key community stakeholders and promote the value of the campus to the region

Task	Baseline	Target	Date	Assigned	Budget	Status as of 01/30/09
Objective: 3. Develop marketing and public relations plan to promote the impact of Indiana University Kokomo in the service area, consistent with the Knowledge that Works theme						
Form marketing committee of staff and faculty to develop strategic initiatives for "visibility" plan.	No current plan	Formation of committee and responsibilities	Spring 2008	VC External Relations, OCM Director	None	Former OCM director did not create committee; since the development of this objective the "enrollment committee" was formed. That committee should operate as the marketing committee; with additional ER/OCM staff
Develop priorities and strategies into "visibility" plan	Review findings and information developed in Objective 1	Prioritized "visibility" plan	Early Fall 2008	VC External Relations, OCM Director & Marketing Committee	Reallocation	See Marketing Plan Objective 2
Implement and evaluate plan	No current plan	Annual "visibility" plan	Late Fall 2008	OCM Director Committee	Reallocation	Evaluate in Fall 2010

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Strategic Priority VII: Enhance the Role of Campus Scholarship/Creative Work

Goal 7.1 Develop New Campus and Regionally-based Avenues and Opportunities, Infrastructure, and Resources for Faculty, Student, and Staff Research with Campus Resources and Regional Needs

Task	Baseline	Target	Date	Assigned	Budget	Status as of 01/30/09
Objective: 1. Develop new metrics to evaluate research and creative activities and to report outcomes by unit and aggregated for the campus						
Form a Task Force of faculty and staff to craft clear metrics and develop online spreadsheet for reporting and aggregating data by unit. Publish annual campus research report	Existing metrics from IU and U Kokomo P& T guidelines. Annual reports presented at past fall convocations, but not made public	New research metrics and reporting mechanism. Publish annual report on Academic Affairs web-page	2008	Academic Affairs and Research Affairs committee	None	Reassigned to Academic Affairs and Chancellor to create Campus Dashboard Report from Center
Objective 2: Encourage and enhance the development of interdisciplinary scholarship and creative work across campus						
Invite Kokomo faculty to submit ideas for interdisciplinary themes	Not previously done	Identify several themes for exploration at a retreat	Spring 2008	Center for Undergraduate and Faculty Research	None	Spring '09"
Hold half-day retreat on interdisciplinary themes	Not previously done	Hold annual retreat on research issues	2008	Center for Undergraduate and Faculty Research	\$300	Spring '09'
Form interdisciplinary teams	Not previously done	Establish two to three teams and identify modest funding for initial support	2008-2009	Center for Undergraduate and Faculty Research	None	Spring '09'
Objective 3: Establish undergraduate/faculty research center						
Create new center	None	Center provides ongoing support for faculty/student research creative work	2007	Academic Affairs	\$24,000	Created
Assign space to center	Review existing options for suitability	Assign space early Fall 2007	2007	Academic Affairs and Cabinet	None	Assigned
Appoint center director	None currently appointed	Appoint beginning Fall 2007	2007-2010	Academic Affairs	\$5,900	Appointed
Objective 4: Enhance culture of scholarship and creative work						
Implement annual freshman/senior undergraduate research forums	One URSI poster session per year	Involve 50 students per year in some form of public scholarship/creative work	2007	Research Center Director	\$500	Education--inquiry implemented as an intentional thread across all programs in initial and advanced teacher preparation levels
Implement annual faculty research forum	None currently	Involve all active research/creative faculty	2008	Research Center Director	\$1,000	Report Research Center
Create Task Force to examine unmet needs for FTE assigned to research	No Task Force currently exists; campus FTE reports address work assignments	Task force will report finding by Spring 2008	2008	Research Affairs Committee and/or Task Force	None	Task Force not yet appointed
Implement campus research award	No research award currently exists	Make first award at Spring Convocation 2008	2008	Faculty Grants and Development Committee	\$2,500	Implemented