

Academic Affairs Strategic Priorities Action Plan 2008-2009

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

Goal 1.0 Attain Fall Enrollment of 3,011 by 2011

Task	Target	Date	Assigned	Action Plan	Metric
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	MS in Nursing	2006-08	Academic Affairs	Initiate Proposal	ICHE Approval
Implement a "Compact" with IVY Tech guaranteeing 60 credit hours of transfer and junior status for qualified A.S./A.A. degrees	"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	?	?
Increase the number of contacts and visits with Hamilton Co. high schools	10% increase per year from 24 to 39	2006-2011	Admissions, Academic Affairs		30 Visits Complete
Improve follow-up on transfer students to improve matric yield	Yield to 65% (netting +15 students per year)	Fall 2009	Admissions and Academic Departments		Grant Funded
Increase marketing efforts for graduate programs to maximize potential grad headcount	Graduate enrollment increasing approx. 1% per year to 8% of total	2006-2011	Academic Affairs, OMC	Develop Marketing Plan	Marketing Plan Implemented
Develop more focused recruitment activities for minority students	Attain new minority percent equal to 7-county minority population @ 10.7%	2006-2011	Academic Affairs, Admissions, Campus Climate	Units Submit Plans	Plans Implemented

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

Task	Target	Date	Assigned	Action Plan	Metric
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	Shift energy and resources to most effective program elements as measured by surveys and retention rates	2007-08	Academic Affairs, Student Services	Student Success Committee Recommendations	Recommendations Reviewed and implemented
Assess Effectiveness of Freshman Learning Communities	Review all assessment data, make recommendations	2008-09	Academic Affairs	Student Success Committee Recommendations	Recommendations Reviewed and implemented
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	Improve 2nd year retention to 60% and 3rd year to 40%	2006-2011	Admissions, Financial Aid, Academic Affairs	Review current Policies	Changes implemented
Improve scheduling patterns (day and time slots) based upon enrollment and demand studies	Align high demand courses with high demand time slots; add sections	2006-2009	Academic Affairs and Registrar	Review Current policies	Changes implemented
Review various enrollment related policies that if changed may positively affect retention	Implement recommendations that are judged to be improvements	2007-08	Academic Affairs, Student Services and Finance & Administration	Review Current policies	Changes implemented
Add a required applied learning component to curriculums that could benefit from improved student engagement	One internship or applied learning experience in SOAS & BUS majors	2008-09	Academic Affairs	Units develop learning experiences	Number of Experiences implemented

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

Task	Target	Date	Assigned	Action Plan	Metric
Implement a "Stop-out Retrieval" program in all academic units	Increase return rate of stopouts to 8.5%	2006-2011	Academic Departments	Units Develop Plans	# of stop-out students returned
Make baccalaureate degree audits available in all schools as a component of SIS "self-service"	Increase degree audits to 20	2008-2009	Academic Affairs and Registrar	Units develop SIS degree audits	# of audits in place
Change university business practices that encumber enrollment processes	Implement recommendations	2008	Academic Affairs, Finance & Administration and Student Services	Review current policies	Policy changes implemented
Expand ACCEL module course offerings for utilization in all degree programs	Increase total inventory to 60	2008	Continuing Studies and Academic Affairs	Target specific course offerings	# of courses implemented
Objective 4: Prioritize enrollment plan initiatives that have major cost; determine value added and execute if feasible					
Increase General Fund Scholarship base budget by 25% on top of annual increments	2009 budget - \$231,000	2011	Cabinet		Increase implemented
Assess reports and recommendations from previous enrollment consultants; determine if external professional expertise is needed	Arrange for new enrollment consultant [ex. AACRAO] to review current practices, strategies, marketing, environmental context, etc.	2007-08	Cabinet and Vice-Chancellor Student Services	Sulpport Student Services as needed	

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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 Gr

Task	Target	Date	Assigned	Action Plan	Metric
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.	Assess and report on process barriers by December 2007	Dec-07	Academic Affairs, Student Affairs, Administration & Finance, and IT	Review current policies	Changes implemented
Assess and report on the effectiveness of current student success initiatives	Report annually regarding the effectiveness of campus retention activities and make recommendations for improving processes and outcomes	Mar-08	Student Success Committee	Student Success Committee Recommendations	Recommendations Reviewed and implemented
Review campus level oversight of retention activities and programs	Recommend a campus level administrative structure and process	Dec-07	Student Success Committee and Cabinet	Student Success Committee Recommendations	Recommendations Reviewed and implemented
Coordinate ongoing program of student success best-practice seminars/workshops	6 workshops per year focused on specific areas of student success and persistence	2007	Student Success Committee and CTLA	Student Success Committee Recommendations	CTLA provides multiple programs. Recommendations reviewed and implemented
Objective 2: Improve first-year success and retention outcomes					
Assess Learning Communities	Improve new student beginner retention utilizing Learning Communities to a rate of 62%	2008-2009	Academic Affairs, Director of Learning Communities	Student Success Committee Recommendations	Recommendations reviewed and implemented
Integrate advising into Learning Communities	Advisors have more integrated direct role in students' success	2007	Academic Affairs	Assess the effectiveness of integration	Respond to assessment
Add student mentors to Learning Communities	Minimum of one student mentor per Learning Community	2007	Academic Affairs	Assess the effectiveness of integration	Respond to assessment

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

Task	Target	Date	Assigned	Action Plan	Metric
Objective 3: Develop and implement effective second-year success and retention initiatives					
Improve scheduling patterns (day and time slots) based upon enrollment and demand studies	Align high demand courses with high demand time slots; add sections	2007-09	Academic Affairs Registrar	Review current policies	Changes implemented
Develop strategies to assist transfer students and to encourage FT enrollments	Enhance FT to PT ratio	2008	Student Success Committee	Review current policies	Changes implemented
Annually review effectiveness of student engagement activities	Annual report from each unit on engagement activities	2008	Student Success Committee and Academic Affairs	Give NSSE	Review NSSE data for recommendations
Objective 4: Enhance the role of campus-wide advising in student success and retention					
Review campus level administration of advising	Make decision on advising administration	2009	Campus Success Committee and Cabinet	Changes recommended	Changes implemented
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	Propose recommendations	Spring 2008	Academic Affairs	?	?

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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	Target	Date	Assigned	Action Plan	Metric
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	Submit a report to the Chancellor by March 1, 2008	2007-2008	Academic Affairs	?	Plan submitted to Faculty Senate/Deans
Appoint a Task Force to compare IU Kokomo's program mix with its peer institutions	Submit a report to the Chancellor by December 2007	2007	Academic Affairs	?	?
Appoint a small Task Force to analyze the above data and recommend new degrees	Submit a report to the Chancellor by December 2008	Apr-08	Academic Affairs	?	?

Goal 3.2 Initiate Phase I of Health Education Center Initiative

Objective 1: Create HEC Taskforce to initiate building planning process.					
				Support HEC initiative	

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	100% of degree programs will have filed an assessment plan with CTLA.	Mar-09	CTLA, Academic Deans	Unit submit plans	All plans approved
Review current assessment plan format and timetable	Campus-wide Assessment Plan and activities to be reviewed every 3 years.	Apr-09	CTLA, Assessment Council, Faculty Senate Assessment Committee	Plan reviewed	Changes implemented

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Continue Strategic Priority III -Enriching the Campus Learning Enviro

Task	Target	Date	Assigned	Action Plan	Metric
Objective 2: Sustain and improve assessment of effectiveness of support units in meeting their mission.					
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	Incorporate in new web re-design	Jan-09	CTLA Director, OCM Director	Web site developed	Web site on-line
Develop effective format for campus-level assessment reporting	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	Web site developed	Web site on-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	Target	Date	Assigned	Action Plan	Metric
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	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	Participate in development	# of partnerships established
Identify characteristics of high priority unit-level partnerships and develop a list of partners for MOU consideration	Identify and establish 2-3 high priority, unit-level partnerships that strategically support units mission and goals	2008	Academic Deans	Participate in development	# of partnerships established
Objective: 2. Assess current level of campus partnerships					
Aggregate existing data on campus/unit-level partnerships	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	Provide information as needed	
Aggregate data on service/experiential learning partnerships	Post annual report on web page and add to print version noted above	2008	Director of Career Services and Coordinator of Applied Learning	Provide information as needed	
Objective: 3. Assess campus participation on community boards					
Aggregate data on faculty, staff membership on community/regional boards	Submit report on campus participation	2008	External Relations, all unit heads	Provide information as needed	
Aggregate data on community membership on campus boards	Submit report on campus participation	2008	Chancellor and unit heads	Provide info as needed	
Identify additional, mission-appropriate opportunities for community service	Annually identify mission-appropriate engagement opportunities within units	2008-2011	All Units	Participate in development	# of service opportunities established

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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	Target	Date	Assigned	Action Plan	Metric
Objective: 1. Establish campus-wide Diversity Council					
Review effectiveness of campus level leadership and oversight of diversity/equality activities and programs	Make a determination regarding the administrative support for diversity	Mar-08	Cabinet and Affirmative Action Officer	Suplport review	
Objective 2: Develop new ways					
Provide additional support for freshmen-senior minority students	Involve 25% of freshmen and 33% other minority students in support activity	2008	Student Services, Academic Affairs and Campus Climate	Advocate for involvement	% of students supported
Goal 5.2 Attract and Retain Diverse Faculty and Staff to Support New and Existing Programs					
Objective 1: Attract, support,					
Appoint Task Force to review faculty salary minima with special attention to minority faculty	Recommend a plan to bring faculty salaries to 80%	2008	Academic Affairs and Diversity Council	Salary adjustments recommended	Salary adjustments implemented
Identify and implement best practices in recruiting diverse faculty and staff	Submit recommendations for restructuring campus recruiting	2008	Diversity Council and Cabinet	Review Recruitment policies	New policy distributed
Consult with IUSB and IUPUI regarding collaborating with them in their HBCU partnership efforts	Establish 1-2 ongoing relationships with HBCUs for faculty/staff recruiting	2008	Academic Affairs	Pursue consultation	HBCU partnerships established
Identify and implement best practices in supporting diverse faculty and staff	Submit findings and recommendations	2008	Diversity Council and Cabinet	Review Recommendations	Recommendations implemented

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

Task	Target	Date	Assigned	Action Plan	Metric
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	Submit recommendations for revising courses and pedagogies spring 2008	2008	Diversity Council, Unit Faculty, Deans and Chairs	?	?
Implement support for faculty development activities in diversity	Identify funding Summer 2008	2008	Academic Affairs	?	?
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.	Hold one listening forum per county	2008	Diversity Council	Support forums as required	
Facilitate listening forums to ascertain needs and aspirations of diverse campus communities regarding interest in speakers, service learning, event to coordinate activities	Hold two forums per year	2008	Diversity Council	Support forums as required	

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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	Target	Date	Assigned	Action Plan	Metric
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					
				Support initiative as needed	
Objective: 2. Assess current condition of all operational units within External Relations, which include Communications and Marketing Development, Alumni Relations and Public Affairs					
				Support initiative as needed	

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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	Target	Date	Assigned	Action Plan	Metric
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.	Formation of committee and responsibilities	Spring 2008	VC External Relations, OCM Director	Support initiative as needed	
Develop priorities and strategies into "visibility" plan	Prioritized "visibility" plan	Early Fall 2008	VC External Relations, OCM Director & Marketing Committee	Support initiative as needed	
Implement and evaluate plan	Annual "visibility" plan	Late Fall 2008	OCM Director Committee	Support initiative as needed	

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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	Target	Date	Assigned	Action Plan	Metric
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	New research metrics and reporting mechanism. Publish annual report on Academic Affairs web-page	2008	Academic Affairs and Research Affairs committee	Collect Data	Data published on web site
Objective 2: Encourage and enhance the development of interdisciplinary scholarship and creative work across campus					
Invite Kokomo faculty to submit ideas for interdisciplinary themes	Identify several themes for exploration at a retreat	Spring 2008	Center for Undergraduate and Faculty Research	Support retreat	Retreat held
Hold half-day retreat on interdisciplinary themes	Hold annual retreat on research issues	2008	Center for Undergraduate and Faculty Research	Support retreat	Retreat held
Form interdisciplinary teams	Establish two to three teams and identify modest funding for initial support	2008-2009	Center for Undergraduate and Faculty Research	Identify funding	# of teams established
Objective 4: Enhance culture of scholarship and creative work					
Implement annual freshman/senior undergraduate research forums	Involve 50 students per year in some form of public scholarship/creative work	2007	Research Center Director	Collect data	# of students involved
Implement annual faculty research forum	Involve all active research/creative faculty	2008	Research Center Director	Support forum	# of faculty attending
Create Task Force to examine unmet needs for FTE assigned to research	Task force will report finding by Spring 2008	2008	Research Affairs Committee and/or Task Force	Review findings	Changes made