

FROM THE JOURNEY GOOD TO GREAT

The newsletter is designed to help faculty, staff, and students understand important information for our accreditation visit in April, 2009. Please let me know if you have questions or concerns. The self study process has helped us move the institution from being Good to becoming Great!

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**CRITERION FIVE:
ENGAGEMENT AND SERVICE.
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CRITERION FIVE

This is the final volume in Indiana University Kokomo's series of newsletters outlining the North Central Association's Higher Learning Commission (HLC) criteria for accreditation. These newsletters have included an institutional history, information about the campus's students, and volumes covering the requirements of the HLC criteria for accreditation: Mission and Integrity; Preparing for the Future; Student Learning and Effective Teaching; Acquisition, Discovery, and Application of Knowledge; and Engagement and Service; and how the university has fulfilled the requirements of those criteria.

This newsletter focuses on Criterion Five: Engagement and Service.

Indiana University Kokomo takes pride in the close partnerships it has formed with the residents, businesses, and institutions within its service region. The campus has devoted resources to carefully studying the needs of the region through surveys, focus groups, advisory boards and other means to determine how to best serve and collaborate with the region and its residents. In response, the community has helped guide the creation of new degree programs or service learning programs to greater serve the needs of the community and region.

The facilities of the campus, including Havens Auditorium, Kresge Auditorium, the IU Kokomo Observatory, and the IU Kokomo Library, host numerous events that are open to the public. These events help the campus serve the region in terms of educational, cultural, economic, and social development.

HOW DOES THE CAMPUS LISTEN TO ITS CONSTITUENCIES AND RESPOND TO THEIR CONCERNS?

Indiana University Kokomo serves a 7-county region of North Central Indiana. Its constituencies include students, faculty, and staff of the campus, and people and organizations in surrounding communities. The mission of IU Kokomo gives direction and focus to our commitments to the region. Thus,

the campus has developed processes for gathering information from its various constituents in order to understand their needs and concerns.

IU KOKOMO ADVISORY BOARDS

The 27 members of the IU Kokomo Advisory Board, including one member from the IU Board of Trustees, assist the campus in identifying the educational needs of the communities it serves. The members of the board advise the chancellor, the IU Board of Trustees, and the president of Indiana University in matters affecting the Kokomo campus. Advisory board members represent local hospitals, businesses, governmental agencies, school systems, and community service agencies.

Many academic schools have created their own advisory boards which focus on their specific disciplines. For example, the Nursing Advisory Board is composed of representatives from the area hospitals that host nursing students for clinical experiences. In the School of Arts and Sciences, departments have been encouraged to establish their own advisory boards rather than having a schoolwide board, so the focus can be on issues more closely related to the departments. The School of Business has a very active advisory board that provides counsel in the design of curriculum, outreach, and connection between learning in the classroom and the practice of business in the region and beyond. The board was instrumental in the school's 2001 first-time accreditation by the Association to Advance Collegiate Schools of Business (AACSB).

IU KOKOMO/COMMUNITY LEADERS COLLABORATION

Community members also provide input to the campus by their service on search and screen committees. For instance, the CEO of Howard Regional Health Systems served on the Search and Screen Committee for the dean of nursing position. The head of the Kokomo Howard County Public Library was on the committee for hiring the dean of the campus library, and a principal from Kokomo Center School Corporation served on the search committee for the dean of the Division of Education.

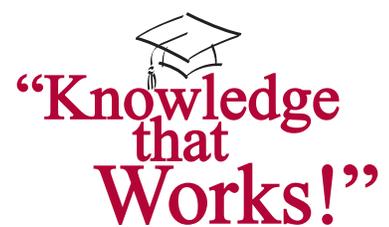
Campus leaders, including the interim chancellor, several vice chancellors, and deans, serve on community boards. For instance, the interim chancellor serves on the boards of INVENTREK, the Kokomo Downtown Association, Partners in Education, and the Greater Kokomo Alliance for Economic Development, among others. Campus officials' service on these boards and their memberships in organizations such as Rotary Club and the Chamber of Commerce provide a valuable means for listening to our constituencies.

STUDIES OF COMMUNITY NEEDS

Since the last accreditation visit, Indiana University and/or IU Kokomo have commissioned Carnegie Communications to conduct several studies. Each of these studies included information from community members (in addition to faculty, staff, and students). In 2001, Carnegie Communications conducted an adult student survey for the regional campuses of Indiana University,

CRITERION FIVE:

To fulfill the requirements of Criterion Five, the Higher Learning Commission asks that Indiana University Kokomo learn from the constituencies it serves and analyzes its capacity to serve their needs and expectations; that it has the capacity and the commitment to engage with its identified constituencies and communities; that it demonstrates its responsiveness to those constituencies that depend on it for service; and that internal and external constituencies value the services the IU Kokomo provides.



including IU Kokomo. They surveyed current adult students and adults who requested information from IU Kokomo in the previous two years. The findings were that potential adult students were most concerned with convenient scheduling, academic reputation, and level of customer service from staff. As a result of this information, IU Kokomo modified the ACCELErated Evening College to focus on the hybrid format (50 percent online/50 percent in the classroom) for its course offerings.

In 2002, as part of a university-wide image study, Carnegie Communications interviewed prospective students and adults who were influential in college decisions, such as parents, teachers, and religious leaders. One finding of this study was that, though IU Kokomo was perceived as being more academically challenging and personal than its competitors, it was also perceived as having limited degree offerings and fewer state-of-the-art facilities. Since that time, IU Kokomo has added several degree programs and has completed Hunt Hall, which significantly updated the science and mathematics facilities on campus.

COLLABORATION WITH CONSTITUENTS TO ASCERTAIN AND RESPOND TO THE EDUCATIONAL NEEDS OF THE REGION.

IU Kokomo's degree offerings have changed in response to several external factors, including the creation and rapid development of Ivy Tech Community College of Indiana. For instance, IU Kokomo has eliminated its A.S.N. degree program and devoted those resources to strengthening the B.S.N. and R.N.-to-B.S.N. Pods programs.

Another example of how IU Kokomo responds to regional concerns within the scope of its mission is the campus's development of the Master of Public Management (M.P.M.) degree. While other universities in Indiana offer the Master of Public Affairs degree, both internal and external constituents of the campus suggested that the M.P.M. would be a more appropriate advanced degree. As a regional campus, IU Kokomo is encouraged to develop master's degrees with a strong professional or technical focus. The M.P.M. is an executive master's degree, emphasizing the development of advanced administrative and evaluative skills, intended mainly for students who have professional management experience.

When faculty in the Division of Education sought to refocus the Master in Education degree, they conducted extensive sessions with area K-12 superintendents and faculty to determine the schools' educational needs. This resulted in substantial changes to the degree program.

In addition, the campus regularly surveys specific constituencies, including potential students, when developing new programs, such as the recently added B.A. in Fine Arts degree. The art faculty met with a small focus group of high school art teachers from our service region to determine if there was a need for a fine arts degree. The response was very positive. The teachers talked about the need to have a degree within commuting distance for students.

WITH AN EYE TOWARD THE FUTURE

- Interim Chancellor Stuart Green is working to reinvigorate the campus's advisory board to encourage members to increase their engagement with and feedback to the campus. Through his work with committee chairs and other board members, the campus anticipates a renewed focus on the board's significant contribution to the mission of the campus.

- The School of Arts and Sciences has recently created three advisory boards specific to each area: science and mathematics, social sciences, and the arts. The first meeting of the Science and Mathematics advisory board yielded a very fruitful discussion about how to enhance the Science Fair and Mathematics Contest, how to offer courses for high school science teacher certification, and how to create a preprofessional organization for students on campus.

- In September 2008, Interim Chancellor Green discussed with Administrative Council the need for identifying a set of parameters that define what organizations can or should be strategic partners with IU Kokomo. He has asked the Office of Business and Community Outreach and the Office of External Relations to lead the discussion to identify these criteria. The campus will use the criteria to identify key strategic partners in each of the counties served by the campus and work to establish mutually

HOW DOES THE CAMPUS ENCOURAGE AND SUPPORT EFFECTIVE COMMUNITY ENGAGEMENT BY ITS STUDENTS, FACULTY AND STAFF?

IU Kokomo is committed to engaging with its constituencies and communities throughout the region. The faculty and staff are actively involved in service, both locally and regionally, and its educational programs encourage students to connect with eternal communities.. IU Kokomo has committed significant resources to creating effective programs of engagement, which are valued by the institution and by those the campus serves.

According to the 2008 HERI Faculty Survey, 57 percent of the campus's full-time faculty respondents had engaged in public service or professional consulting without pay in the past two years, and 58 percent reported they had collaborated with the local community in research or teaching in the past two years. Faculty and staff have contributed their expertise and organizational skills to a wide variety of service activities regionally, nationally, and internationally.

Each year, the IU Kokomo Staff Council, composed of full- and part-time appointed staff, sponsors several community service projects. In recent years, the council has held canned food drives, volunteered at the Kokomo Rescue Mission, and participated in fundraising walk-a-thons for local charities. Many of IU Kokomo's degree programs connect students to organizations in the community through internships, clinical experiences, practica, and other field experiences. The School of Nursing and the Division of Education have integrated extensive field experiences into their curricula, as required for licensure, and have also created partnerships with external agencies that are mutually beneficial.

The Division of Education has entered into a partnership with Kokomo-Center Schools to create the University Partnership School at Sycamore Elementary School. IU Kokomo elementary education students are assigned to a host teacher at Sycamore Elementary and take several of their courses onsite, so they are well-integrated into the school and are able to assist the teachers, students, and parents at the school while developing their own skills as teachers.

The School of Nursing has developed a partnership with a local hospital to provide a more effective clinical experience for nursing students. In this pilot program, a group of B.S.N. students completes all of its clinical experiences at the same hospital. Assessment results indicate that, after one year in this program, the students demonstrated stronger nursing skills than senior nursing students who had not completed the program.

Students in the School of Business and Economics participate in the Collegiate Management Program (CMP), a collaboration between the school and the Indiana Small Business Development Center (SBDC). Through this

beneficial partnerships with those organizations.

- Over the last nine years, Purdue University has sought to shift the identity of Purdue programs located on IU regional campuses toward an emphasis on their identity as the Purdue College of Technology. This shift in focus for Purdue has led to more interaction between IU Kokomo and Purdue Kokomo faculty and administration.

- Interim Chancellor Green and the chancellor of Ivy Tech's Region 5 are meeting regularly to work on issues of program transfer, cooperative research opportunities for Ivy Tech students, and cocurricular activities involving both institutions. Academic affairs has been working with its counterpart at Ivy Tech Region 5 and with Ivy Tech Region 6 (Marion campus) on a plan to bring 300-level courses to Ivy Tech to enhance its programming and establish relationships with potential transfer students regionwide.

- In 2009, the campus plans to celebrate having graduated 10,000 students. As part of the Ten Degrees of Excellence celebration, campus representatives will travel to each county in the service region to recognize IU Kokomo alumni and to share the campus's story.

program, business students gain valuable real-world experience by serving as consultants to small businesses with specific needs.

In addition, students from many different disciplines participate in paid and unpaid internships for course credit throughout the region.

HOW DOES THE CAMPUS HELP ENHANCE EDUCATIONAL ATTAINMENT IN THE REGION?

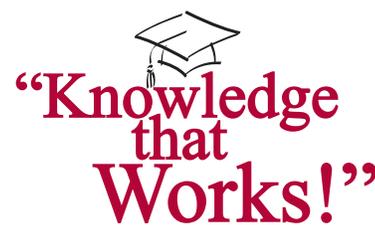
The state of Indiana faces many challenges related to the education of its citizens. According to the last U.S. Census, the state trails most others in the percentage of adults with college degrees. Furthermore, the number of college graduates in the Indiana University Kokomo primary service ranks below the state average. Given these challenges, the campus is committed to helping to enhance the educational attainment of the citizens in its region. The campus participates in several initiatives designed to encourage middle and high school students to develop skills that will prepare them for college.

IU Kokomo is one of 16 regional support sites for *Indiana's Twenty-First Century Scholars program*. Every year through this program, over 2500 9th through 12th graders from the seven-county region (including Hamilton and Boone counties) are provided mentoring and other critical support services to help them finish high school and attain a college degree. The State of Indiana guarantees students who successfully complete the program significant financial support for four years at most Indiana colleges and universities. Each semester, about 53 graduates of this program are enrolled at IU Kokomo.

Destination: Education is a university/community partnership that works with low-income young people from eighth grade through high school. This program involves participants in year-round enrichment activities and provides them with mentoring, tutoring, and academic advising services. This program also provides scholarship support for students who complete it and enroll at IU Kokomo.

Each year, the *Office of Campus Climate* places eight to fifteen IU Kokomo work-study students (both ethnic minority and majority students) in several Kokomo elementary schools which serve mostly ethnic minority students. The IU Kokomo students are trained in mentoring and tutoring skills and then provide academic support through mentoring, homework help, and individual tutoring in English and mathematics to the elementary school students.

The Office of Campus Climate also hosts a summer program for African American girls in the 8th and 9th grades. These students attend workshops on topics such as writing, cultural awareness, and Facebook etiquette. IU Kokomo students serve as mentors for the middle and high school students, who, in turn, become mentors for elementary school students attending the Carver Community Center summer mathematics camps.



CAPE GRANT

In 2004-05, a group determined that many children in Howard County enter school without basic skills, placing them at a significant disadvantage in kindergarten and beyond. The group obtained a \$1.5 million Community Alliances to Promote Education (CAPE) grant from the Lilly Endowment to improve kindergarten readiness. The grant facilitated the establishment of the Center for Early Childhood Education at IU Kokomo, which works with educators in pre-school through grade 12 (P-12), child-care providers, families, and libraries to promote best practices in preparing youngsters to enter kindergarten. The center provides outreach efforts, including a twice-monthly educational newsletter, to over 1000 families, churches, and child-care providers. IU Kokomo students in the B.S. in Early Childhood Education program assist in these efforts.

PARTNERS IN EDUCATION

IU Kokomo is an active participant in Partners in Education in Howard County. Founded in 1987, Partners in Education's mission is to serve as a catalyst to define, develop, and sustain excellence in education through the collaboration of business and educational leaders. Current membership includes area school superintendents, the mayor of Kokomo, several business representatives, and representatives from IU Kokomo, the Purdue University College of Technology in Kokomo, and Ivy Tech Community College of Indiana.

IU Kokomo also provides an office on campus for Partners in Education and has offered to be a repository for its records. IU Kokomo is an important participant a Partners in Education project called VISION (Vision of Industries and Schools in Ongoing Networks), which is a year-long teacher development program for public school teachers of grades 5 through 12. It is a partnership of IU Kokomo, Purdue University College of Technology in Kokomo, and Ivy Tech Community College of Indiana with 13 businesses and 8 area school corporations.

ADVANCE COLLEGE PROJECT

The campus participates in the Advance College Project (ACP), a partnership of Indiana University and participating high schools in Indiana, Ohio, and Michigan. ACP offers college credit to qualified high school seniors (and some juniors) who enroll in college courses offered at their local high schools during the regular school day. Upon successful completion of their courses, students earn 3 hours of credit, which appears on an official IU transcript and is transferable to most institutions.

ENGAGE

IU Kokomo has developed a new program, ENGAGE, which brings high school seniors who have expressed an interest in IU Kokomo (or are undecided about college) to campus to take a college-level course. College freshmen often have difficulty in transitioning to the college classroom and



completing a single college course on campus prior to beginning full-time college study, students will be more prepared for their first semester of college. In addition, for the past few years, IU Kokomo has offered a community band course, which has allowed high school band students to earn dual credit for the course.

TRANSFER AND ARTICULATION AGREEMENTS

The campus participates in articulation agreements with other higher education institutions in the region. In addition to transfer and articulation agreements with Ivy Tech Community College of Indiana, the campus has also developed articulation agreements with Ancilla College, a private two-year institution in northern Indiana.

To assist potential transfer students throughout the state, IU Kokomo participates in Transfer Indiana, a statewide program that established a library of equivalent courses at mostly the 100 and 200 levels across all public institutions of higher education. Potential transfer students, admissions officers, and academic advisors can use the website to ascertain course equivalencies for courses that are taken most frequently by undergraduate students.

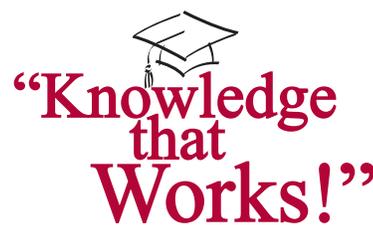
COLLABORATION WITH PURDUE UNIVERSITY COLLEGE OF TECHNOLOGY KOKOMO

IU Kokomo has long partnered with Purdue University College of Technology Kokomo to bring technology-oriented degrees to students in the region. IU Kokomo provides general education courses to Purdue students, and some of Purdue's courses are open to IU Kokomo students.

HOW DOES THE CAMPUS ENHANCE ECONOMIC OPPORTUNITIES IN THE REGION?

As part of its mission, IU Kokomo is committed to "strengthening the economic and cultural vitality of the region and the state through a variety of partnerships and programs." Recognizing a need to diversify the traditional manufacturing-based economy in North Central Indiana, IU Kokomo has developed several initiatives to help build an entrepreneurial culture and thereby strengthen economic vitality in the region.

The campus was successful in gaining a \$1 million federal appropriation for increasing capacity at INVENTREK Technology Park, Kokomo/Howard County's high-tech business incubator. Through this initiative, INVENTREK added wet and dry laboratories, multi-purpose office space, and multiple conference rooms. IU Kokomo occupies a small suite at the site for housing the campus entrepreneurship center, which enables additional faculty and student engagement, including internships. The campus provides fiscal support for the entrepreneurship center operations and, in some cases, hourly pay for students interning for companies at INVENTREK. In addition, IU Kokomo provides research assistance and market analysis for owners of new high-



tech businesses.

IU Kokomo has also developed new curricula in entrepreneurship. The undergraduate Certificate in Contemporary Entrepreneurship was created by the School of Business and the School of Continuing Studies in 2003. The certificate is 15 credits and is offered exclusively in the ACCELErated Evening College. As of the end of spring 2008, more than 180 students had taken at least one entrepreneurship course in the entrepreneurship certificate program, and 14 students had completed the program.

CAMPUS ASSISTANCE TO AREA BUSINESS

IU Kokomo's Office of Business and Community Outreach is actively engaged in developing and supporting partnerships between the campus and the surrounding communities. This office helps area business, industry, government, and nonprofit organizations in connecting with campus resources that would assist them in reaching their goals. Because many small businesses do not have the resources to support paid internships and many IU Kokomo students are not able to give up their part-time jobs to take an unpaid internship, the Office of Business and Community Outreach has funds for stipends for student interns. In 2007-08, this office provided funding for 15 student interns.

REGIONAL LEADERSHIP INSTITUTE

The Office of Business and Community Outreach, with the leadership of the assistant director of continuing studies, is also involved in the Regional Leadership Institute, developed by IU Kokomo. Recently, the campus partnered with Workforce One and Purdue University on a Workforce Innovation in Regional Economic Development (WIRED) grant to enhance the economic viability of the region. IU Kokomo used funds from this grant to develop a Regional Leadership Institute. Many of the area's most pressing needs, such as workforce development, transportation, and housing, are not isolated local issues, but involve the entire region. Thus the campus leadership sought to develop a core of regional leaders from 14 counties (Region IV is different from our normal service region) who could facilitate collaboration across city/town and county boundaries to create innovative solutions for the problems facing the region.

The institute began in November 2008 and will continue for two years. The goals of the institute are to identify and build an engaged network of key regional leaders and civic entrepreneurs, provide the leaders an opportunity to create a vision and plan for the region, facilitate the creation of a regional identity, and support projects that address critical regional issues. The leadership planning team is made up of community and campus constituents. With the help of faculty, students, and community members from all counties in the region, the campus anticipates that its commitment of resources to developing regional leadership will have a positive impact.

