

PRIORITY 1 : Foster Student Learning, Access and Success

I. Design and implement new plan for "Campus Life" in the coming decade.

1. Develop plan for campus housing: residential activities, management policies.
2. Develop and implement integrated plan for extramural, intramural athletics, fitness, and recreational sports programs.
3. Plan range of SAC programs for diverse IUSB constituencies which promote more student-faculty-staff interaction.

II. Implement Enrollment Management plan to unify, boost IUSB's recruitment, admissions, retention, and attainment efforts.

1. Expand communication to community to promote benefits and instill high expectations of college study.
2. Develop informational workshops and "open houses" on IUSB/college for middle, high school students, parents, teachers, counselors.
3. Develop and utilize student-faculty-staff recruitment "teams."
4. Design and organize information sessions on opportunities for non-traditional students.
5. Expand faculty involvement in new student orientation to promote high academic expectations

III. Enhance Student Engagement in learning and leadership through community and campus interaction.

1. Identify and train "IUSB Student Ambassadors"; use in college information and community presentations.
2. Expand and support campus-wide utilization of students in tutoring, mentoring, orientation and peer advising programs.
3. Develop programs to promote students' civic engagement and responsibility (e.g., American Democracy Project).
4. Increase level of student engagement in service and experiential learning projects (involved with faculty, staff, and alumni).

IV. Promote IUSB as "Learning Center": Coordinate Student Support and Academic Attainment.

1. Complete reorganization and plan space allocation for "one-stop" Student Learning Support Services (tutoring, career, supplemental instruction, "stay at IUSB".)
2. Expand student health, wellness, disability assistance and counseling programs in visible and accessible location
3. With Schurz Library leadership, plan "information commons" to support student learning
4. Complete reorganization of Child Development Center including linkage with early childhood Education programs

V. Improve Physical Environment of Learning to Enhance Student Academic Success.

1. Equip and improve all IUSB Classrooms, laboratories, and studios.
2. Promote and expand Summer Session opportunities for area college "visitors" and area educators as well as IUSB students.
3. Develop a plan to enhance and expand on-campus student "gathering" and study space (an IUSB Student Union) as part of overall campus facilities plan.
4. Expand and promote opportunities for high school students to begin college study (including ACP)

VI. Enhance Student Access to IUSB Programs.

1. Enhance Financial Aid and Scholarship services.
2. Encourage all faculty to make course syllabi and resource materials web-accessible.
3. Increase use of peer mentors to assist freshmen and transfer students in transition to IUSB.
4. Fully implement and support "Direct Advising" by faculty in all academic units .
5. Through Office of Public Affairs and University Advancement, enhance visibility of IUSB programs in and beyond region.
6. Develop a plan to explore further use of "Distance Education" for degree completion and other student needs.

VII. Assess factors influencing the academic success of IUSB students.

1. Through Office of Institutional Research, investigate the impact of preparatory programs, such as Core 40 requirements, on academic attainment at IUSB.
2. Investigate and identify barriers to academic success .
3. Implement and analyze results of National Survey of Student Engagement (NSSE).
4. Develop separate process of tracking "non-degree" students to discern their success in attaining their desired goals.

VIII. Provide further support, recognition, and incentives for Student Achievement.

1. Enlist faculty and alumni to encourage IUSB students to consider post-graduate study (see ASPIRE discussion in Section II).
2. Increase Merit, Honors Scholarships, and establish honorary societies for all academic programs.
3. Provide more visibility for IUSB student achievements in research and the arts.
4. Develop a plan to investigate use of student electronic portfolios to assess and record undergraduate experience.
5. Develop fellowships, scholarships, internships and awards for graduate students at IUSB.

PRIORITY 2. Encourage and Maintain Academic Excellence

I. Establish and Implement new holistic model of Academic Advising

1. Discuss and develop Holistic Academic Advising model utilizing range of IUSB faculty and staff advisory resources.
2. Develop and implement academic advising workshops for faculty and staff (through UCET).
3. Develop advising assessment mechanism; conduct and review assessments of advising on annual basis - IR office.
4. Recognize and reward advising as faculty expectation (Annual Reports).

II. Academic Assessment "Audit": Identify, Review, and Develop Criteria for Academic Program Priorities, Viability of Existing Programs, and Areas of Excellence

1. Develop standards and policies for review of undergraduate academic programs and future program development in "Academic Master Plan."
2. Develop and implement curriculum and process to assess IUSB's new General Education programs.
3. Develop policies to assess needs, guide investments in, and review success of Institutes, Centers, and designated Areas of Excellence.
4. Interdisciplinary Learning: identify and support potential cross-program collaboration.

III. Development of Graduate Education at IUSB: Graduate Master Plan

1. Develop Graduate Program Master Plan for program development
2. Clarify policies for: faculty teaching qualifications, student admission standards, joint undergraduate-graduate offerings
3. Participate in ongoing review of University Graduate School programs
4. Identify sources of financial aid support for graduate students
5. Develop Hiring plan for Director of Graduate Studies

IV. Expand Support for Research, Scholarship, and Creative Activity Opportunities

1. Create a Campus Research Council.
2. Hire Director of Research and Sponsored Programs.
3. Develop robust IUSB grantsmanship plan with meaningful incentives.
4. Develop competitive grant programs and faculty/staff internships sponsored by community foundations, agencies and local businesses.
5. Maximize and increase internal "seed money" funding; take greater advantage of IU internal funding opportunities.

V. Support Faculty Excellence and the "Scholarship of Teaching"

1. Expand UCET resources and programs
2. Develop a collaborative conversation on teaching and learning with K-12 schools.
3. Provide new incentives for all IUSB faculty to develop teaching effectiveness through teaching awards, sabbaticals and internships.
4. Increase campus support for Scholarship Of Teaching and Learning, (SOTL) including sponsorship of Annual Regional Conference and faculty research and publications.
5. Enhance Faculty Development support and recognition for non-Tenure track Lecturers and Associate Faculty
6. Develop a comprehensive campus plan for endowed chair professorships.

VI. Improve Physical and Organizational Infrastructure and Environment of Excellence: Facilities, Technologies, Administrative Support Services

1. Develop IUSB plan to expand, enhance and equip campus facilities: classroom, laboratory and studio facilities for teaching, learning, research, and creative activity.
2. Create IT plan to update, improve, and maintain classroom, studio and laboratory technology, including "technology desks" in all classrooms.
3. Develop faculty and staff leadership potential through self-assessment, leadership and performance enhancement programs on and off campus.

VII. Expand Academic Enhancement Opportunities for all Students

1. Serve as a bridge between high school and college: foster high expectations for prospective IUSB students through community workshops, campus visits (Also see "Student Success strategies).
2. IR in-depth study of match of student developmental needs with IUSB resources and curriculum.
3. Develop and expand impact of Honors program and Undergraduate Research (SMART) through staff, faculty advocacy, participation, and recruitment efforts.
4. Involve faculty, staff, alumni, and "Student Ambassadors" in mentoring programs.
5. Reinstate "ASPIRE" program to encourage IUSB undergraduates to prepare for graduate school and competitive fellowships.
6. Strengthen assessment of student outcomes and link to program improvement

VIII. Develop "scholarship of engagement" teaching strategies to encourage active, self-directed, intentional learners

1. Employ the diversity and the community connections of students as a learning tool in all programs. Develop campus link to American Democracy Project (ADP).
2. Encourage faculty participation in regional and national conversations on "the scholarship of engagement" through workshops, colloquies, and conferences.

PRIORITY 3: Enhance and Expand Community Partnerships

I. Develop Campus Plan for Partnership and the "Scholarship of Engagement" Supporting Student, Staff and Faculty Service

1. Develop and set partnership priorities, guidelines, and criteria aligned with IUSB mission and future goals.
2. Explore and develop new community internship options for students and faculty.
3. Expand support for "Community Links" as a campus-community partnership clearing-house.
4. Create IUSB "Speakers Bureau" (including student "ambassadors," faculty, staff, and alumni).
5. Promote more on-campus visits for public, prospective students, and community patrons.

II. Explore and Foster New Educational Partnerships

1. Expand IUSB/ "K-12" and "K-16" Exchanges and program development.
2. Expand relationships with IUSB-Purdue programs.
3. Promote, review, and assess IUSB "transition" programs with IVTSC.
4. Continue negotiations for transfer agreements with Michigan 2-Year Colleges.
5. Expand inter-campus student, faculty, and staff connections with other IU campuses.

III. Expand options for and participation in experiential and service learning and civic engagement

1. Expand UCET workshops on Service Learning and Experiential pedagogies.
2. Promote student, staff, faculty engagement in activities such as "American Democracy Project."
3. Adapt Bloomington "ACES" program model for IUSB student/community internships.

IV. Establish Annual Cycle of Assessment, Reporting, and Rewards for Engagement

1. Adopt the National Survey of Student Engagement (NSSE) as basis for annual report on student engagement to campus and community.
2. Recognize Student, Staff, Faculty engagement achievements

PRIORITY 4. Heighten the Recognition of IUSB's Assets and Achievements on and beyond the Campus

I. Implement a Comprehensive Marketing Plan to communicate IUSB achievements on and beyond the campus

1. Through Office of Public Affairs and University Advancement, identify particular messages about IUSB resources and achievements linking IUSB core values with stakeholder expectations.
2. Coordinate and assess impact of messages on enrollment management, resource development, facilities planning and expansion, and academic program goals.
3. Develop and distribute materials to promote IUSB programs and college attendance for precollegiate, broader community audiences.
4. Develop new publications to increase visibility of scholarly and creative endeavors of IUSB faculty and students

II. Coordinate and expand internal communications to enhance information dissemination and support strategic priorities

1. Produce annual and interim reports on progress toward meeting strategic goals for all campus constituencies.
2. Develop multi-method approach to maximize flow of relevant information, including innovative uses of campus web site
3. Through Schurz Library, hire Campus Archivist to obtain, organize, and maintain vital IUSB records.

III. Ensure campus-wide consultation and support for IUSB advancement and marketing goals

1. Establish advisory structure including key faculty and staff, to review marketing, public relations, communications
2. Seek and utilize faculty and staff participation in setting resource development and fund-raising goals
3. Develop and publish Annual Reports on Marketing, Communication, and Resource Development.
4. Increase publication support and distribution schedule of student newspaper *The Preface*

IV. Promote and Enhance Public Access to IUSB Resources

1. Survey campus to determine internal and external signage needs:
reopen dialogue with city, county, and Toll Road
2. Establish visible and accessible IUSB "Visitors Center" including
materials advertising campus facilities, programs and events

Priority 5. Enhance Diversity in the Curriculum, Classroom, and Campus

I. Develop a Comprehensive Plan to Enhance Diversity Efforts and Outcomes at IUSB

1. Identify models of good practice at peer institutions and adopt planning guidelines.
2. Conduct complete inventory of IUSB programs involved in diversity.
3. Hire consultant to conduct review and assess present and future needs of IUSB Diversity office.
4. Draft and present long-range plan for campus review.

II. Enhance Diversity of Student Body, Staff, and Faculty

1. Early identification of underrepresented students of promise, expanded outreach programs in area schools.
2. Enhanced recruiting of underrepresented students in area feeder high schools, including campus visits and parent-teacher workshops.
3. Enhance funding and recruitment efforts to attract and retain a more representative and diverse faculty and staff.
4. (In cooperation with Affirmative Action) Publish Annual report on staff and faculty diversity (# hired and retained from underrepresented groups).

III. Promote A More Inclusive Campus Climate

1. In cooperation with UCET and International Programs, offer workshops designed to infuse diversity into the curriculum (preparing for 2005 General Education program requirement)
2. In cooperation with Assessment Committee, design and implement strategies to assess impact of curricular and pedagogical changes
3. Conduct annual Working Group on Diversity (WGoD) survey to monitor student, staff, faculty, and alumni attitudes about diversity.
4. Reinstate cultural diversity awareness workshops for student, faculty, staff by Diversity Committee.
5. Recognize and Reward faculty and staff diversity efforts

IV. Enhance retention, leadership, and academic achievement of IUSB students in underrepresented groups

1. Increase student participation in IUSB Civil Rights Heritage Center.
2. Expand mentoring programs for students and IUSB faculty, alumni, and community partners

PRIORITY 6: Reflect and Expand a Global Perspective

I. Internationalize the Curriculum

1. Encourage faculty to infuse a global perspective into their courses.
2. Encourage general education courses to include global awareness.
3. Through Office of Academic Affairs evaluate coverage of underrepresented regions in academic programs
4. Encourage interdisciplinary program development to promote understanding of language, culture and history.
5. Establish international excellence awards for faculty and students.
6. Bring International speakers from many disciplines to campus.

II. Enhance Students' Global Awareness and International Experience

1. Make study abroad participation an option for all IUSB students through implementation of flexible short-term study abroad options .
2. Develop new affiliations and partnerships with institutions abroad.
3. Develop more scholarships for study abroad options.
4. Publicize study abroad options to faculty and students.

III. Increase Campus Commitments to International Students

1. Develop alternative recruitment strategies and activities to attract and retain more international students
2. Improve campus residential options and environment.
3. Develop a strategic plan for international student campus and community engagement
4. Develop mentor network for international students.
5. Increase scholarship funding for international students.

IV. Support faculty Engagement in International Activities

1. Create further opportunity for faculty research, exchanges, and study abroad, including grants assistance.
2. Establish "floating" position for international scholar.
3. Increase funding for Fulbright scholars.

V. Foster International Connections with Community and Region

1. Increase community-campus interaction with "native" and ethnic groups.
2. Develop a speakers' bureau to share campus expertise and sponsor workshops for teachers, business and other professionals.

Proposed Composition of New IUSB Strategic Planning Advisory Council

- Chancellor (chair)
- Vice Chancellor for Academic Affairs
- Vice Chancellor for Public Affairs and Institutional Advancement
- Vice Chancellor for Finance and Administration
- Senior Associate Vice Chancellor for Student Affairs
- Vice Chancellor for Information Technology
- President of the Faculty Senate
- 5 faculty members, elected from at least three different divisions/schools/colleges, serving 3-year staggered terms (it is recommended that they include representatives from the Budget and Assessment committees, and the non-tenure track faculty.)
- 2 Representatives from Academic Cabinet (Deans), rotating 3-year terms
- Director of Institutional Research
- Representative of Professional Staff
- Representative of Bi-weekly Staff
- Representative of Student Government
- Representative of Chancellor's Advisory Board (Community representative, 3-year term)
- Alumni Association representative