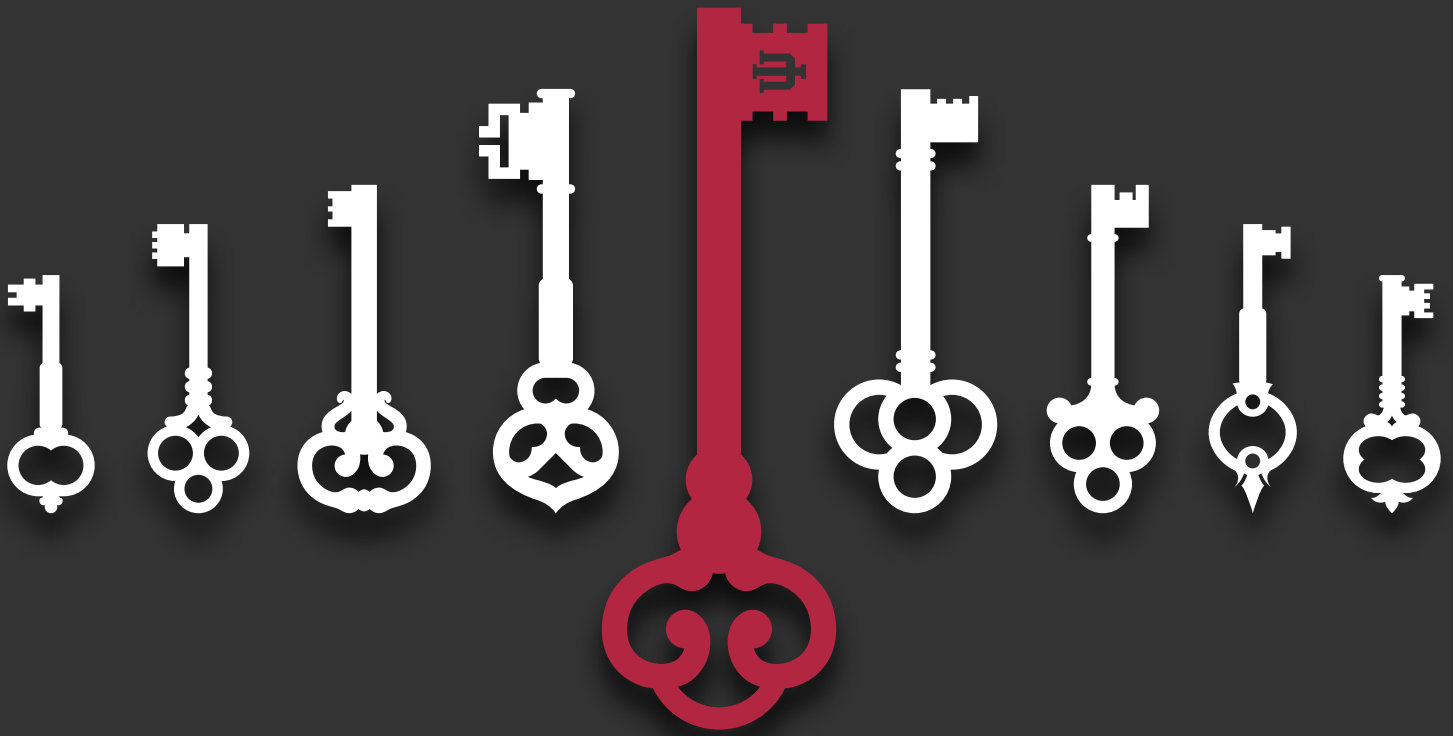


STRATEGIC PLAN

2010 - 2015

The Key to Continued Educational Quality
and Growth with Distinction



INDIANA UNIVERSITY
SOUTHEAST



WILLIAMS & SON, BOSTON

12
11
10
9
8
7
6
5
4
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2
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Reflection of a building in the circular window.



Dear IU Southeast Campus Community Members, Friends, and Supporters:

In its 1999 report for continuing accreditation at IU Southeast, the evaluation team for the North Central Association of the Higher Learning Commission (www.ncahlc.org; phone: (312) 263-0456) expressed its concern that “The process for planning across the institution is not clearly integrated and systematic,” nor is there a “campuswide systematic process for assessing student academic achievement and institutional effectiveness.” The NCA reviewers who conducted a focused visit on general education and assessment in 2002 commented that at IU Southeast “a ‘culture of evidence’ has not yet emerged in which assessment findings are consistently and routinely used to improve student learning.” They also noted that a “need exists for the institution to ensure linkage of

assessment outcomes to long-range strategic planning and resource allocation for the purpose of improving student learning.” In response to these criticisms, in 2003-04 IU Southeast developed its first comprehensive, long-range Strategic Plan for 2005-2009 entitled “Strategic Commitments for Growth to Distinction.”

The work for the 2005-2009 plan was completed by a broadly representative strategic planning committee with the input of more than 80 community members. A final evaluation of the plan’s effectiveness found that 95 percent of the 200+ initiatives had been completed, were completed and ongoing, or were significantly in progress at the end of the five-year timeframe. Only 11 initiatives were intentionally dismissed or not attempted. This was a truly remarkable achievement, and the effectiveness of the plan and its implementation has been clearly demonstrated by the campus’s attainment of some striking milestones: record-breaking enrollments, highly successful student housing, national rankings and awards, major facilities improvements, and a greatly enhanced reputation in the region for quality education.

Because the campus needed to begin work on its self-study for the next NCA reaccreditation review about the same time that the 2005-09 Strategic Plan had to be rolled over into a new plan, the campus chose to merge the membership of the self-study team with the strategic planning committee members for the initial data collection and analysis. This was a very effective strategy for multiple reasons, but especially so in that

any institutional weaknesses discovered by the expanded self-study team were then written into the new strategic plan as areas for improvement.

Our approach to gathering essential information for the new strategic plan yielded significant results. The NCA review team was impressed that the campus had already identified initiatives to address any weaknesses and had established a clear vision for the campus's future. In addition to many complimentary comments about the campus, the team wrote the following in the Advancement Section of its report:

“IU Southeast has developed a comprehensive, systematic, and integrated strategic planning process that involves a broad-based representation of internal and external constituents in the entire planning process. Throughout the organization, faculty and staff consistently note that the strategic plan drives decision-making at all levels of the institution. It is evident that the institution uses data to establish appropriate benchmarks and performance targets for strategic objectives and initiatives. It is clear that budgetary decisions, requests, and changes are tied to the strategic plan. Most notable, the institution has tied self study identified improvement opportunities for each criterion into the 2010-2015 strategic plan draft.”

In the Assurance Section of the report, the team commented “In summary, IU Southeast has developed an exceptional strategic planning process that engages all campus constituents and has significantly enhanced the transparency of campus decision making.”

Ultimately the strength of IU Southeast's strategic planning and visioning yielded a review with no “major findings” or criticisms for the campus as well as no required interim visits or reports. In an exit interview, the team chair commented that in his 20 years' experience completing reviews, he had “never been at a school that's better run,” and he stressed “you have your house in order.”

In view of the dramatic progress the campus has enjoyed under the guidance of the 2005-2009 Strategic Plan, the Strategic Planning Committee reaffirmed its commitment to ongoing strategic planning and the seven goals articulated in the initial plan with the addition of an eighth goal targeting Alumni Affairs. I believe the new Strategic Plan for 2010-2015 will continue to provide the campus with the baseline direction it needs to reach even greater heights of educational excellence in the future. I extend my sincere appreciation and congratulations to the Strategic Planning Committee, all the NCA Self-Study participants, our campus community members, our Board of Advisors, and our supporters in our regional community for the time and effort they have devoted to our strategic planning and visioning process. We are committed to our tradition of sound planning, effective implementation of objectives, and responsible stewardship in order to ensure IU Southeast's continued growth to distinction.

Sincerely,



Sandra R. Patterson-Randles
Chancellor



TABLE OF CONTENTS

MEMBERS OF THE STRATEGIC PLANNING COMMITTEE.....PAGE 5

GOAL 1 – EDUCATIONAL EXCELLENCE.....PAGE 6

Indiana University Southeast will offer students excellent undergraduate and graduate education that is student-centered, responsive to changing regional and societal needs, and based on high academic standards.

GOAL 2 – EFFECTIVE ENROLLMENT MANAGEMENT.....PAGE 10

IU Southeast will maintain an up-to-date, data-driven, strategic enrollment management program, which will provide a sustainable enrollment base and enhance student persistence to graduation.

GOAL 3 – EMBRACING DIVERSITY.....PAGE 14

IU Southeast will continue to strengthen and improve diversity in its programming, hiring, student recruitment, business practices, and community initiatives.

GOAL 4 – STRATEGIC RESOURCE MANAGEMENT.....PAGE 17

IU Southeast will continue to strategically manage and leverage its resource base to support current operations, enrollment trends, high-quality programs, faculty and staff excellence, and high-caliber facilities and equipment.

GOAL 5 – MARKETING: STRENGTHENING OUR POSITION.....PAGE 21

Through strategic communication and marketing efforts, IU Southeast will continue to establish its position as the educational leader in our region and will promote the University's resources to the communities we serve.

GOAL 6 – ENHANCED COMMUNITY ENGAGEMENT.....PAGE 25

IU Southeast will continue to enhance its relations with the various communities it serves.

GOAL 7 – ONGOING STRATEGIC PLANNING.....PAGE 29

IU Southeast will refine and continue the development of its system for well-coordinated, ongoing strategic planning that integrates resource allocation, accountability, and planning at all levels.

GOAL 8 – EFFECTIVE ALUMNI RELATIONS.....PAGE 33

In order for IU Southeast to continue its growth to prominence as a high-caliber regional university, the campus must establish Alumni Relations as a top priority. Its position as a new goal in this Strategic Plan reflects the commitment of the campus to develop and strengthen its alumni base and to provide the resources to do so.

**CAMPUS AND COMMUNITY CONTRIBUTIONS TO THE
INDIANA UNIVERSITY SOUTHEAST STRATEGIC PLAN.....PAGE 36**

MEMBERS OF THE STRATEGIC PLANNING COMMITTEE

Chancellor:

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Vice Chancellors:

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Ruth C. Garvey-Nix – Student Affairs

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A. Jay White – Business

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Academic Representatives:

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Brittany C. Hubbard – Financial Aid

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Jennifer L. Smedes – Development

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Administrative Support:

Jennifer R. Hershfield



GOAL 1 – EDUCATIONAL EXCELLENCE: Indiana University Southeast will offer students excellent undergraduate and graduate education that is student-centered, responsive to changing regional and societal needs, and based on high academic standards.

Academic excellence is the core mission of the University; therefore, the first component of the Strategic Plan focuses on providing students with an exemplary academic experience in an environment that supports their success. IU Southeast will continue to offer rigorous and challenging curricula in the disciplines; an up-to-date, coherent general education program; opportunities for active and applied learning as an important part of the education process; and well-integrated co-curricular activities that contribute to the intellectual and social growth of students and to the cultural climate of the region. The campus will continue to both validate and improve the quality of student learning through solid assessment practices. The quality and currency of the traditional arts and sciences and the professional programs will increasingly be gauged by compliance with applicable external benchmarks and disciplinary standards; accreditation by appropriate agencies; and national/regional rankings and standards, for example ratings in *BusinessWeek* and the *Princeton Review*.

Crucial to the continued vitality of educational programming will be integrated, thoughtful, data-driven decision making at all levels, as well as continued and ongoing support programs for faculty and staff development and comprehensive academic and advising support for students.

Strategic Objective 1.1: IU Southeast will continue to refine and strengthen its processes for systematic assessment of student learning in all its programs, as well as in general education, and to use the information derived from assessment to improve student learning.

Initiative 1.1.1: Continue to strengthen feedback loops in its assessment processes, both in its academic programs and in general education, by focusing consistently and clearly on the measurable impact of programmatic changes on student learning.

Initiative 1.1.2: Develop mechanisms by which faculty can work with their disciplinary colleagues to use classroom assessment results in order to identify improvements in their academic programs and by which they can connect those results to assessment results at the institutional level. (see 7.4.6)

Initiative 1.1.3: Continue to develop its processes for systematic and regular analysis and use of institutional assessment data, such as student surveys and NSSE. (see 7.4.6 and 7.4.7)

Strategic Objective 1.2: IU Southeast will strengthen its support for student persistence to graduation within the context of a commitment to high-quality student learning focused on clear standards and expectations.

Initiative 1.2.1: Develop an explicit statement of the mutual responsibilities of students and the University for student learning and success. The statement will be widely disseminated to faculty, staff, and students. Faculty will discuss and apply the principles of the statement within their academic programs. Students will be asked to review, discuss, and sign the statement during their orientation to the University, and further discussion of the statement will be incorporated into First Year Seminar courses.

Initiative 1.2.2: Continue to use appropriate data and system analysis to strengthen

academic advising at all levels, including improved communication among professional and faculty advisors; determination of specific learning outcomes for advising; ongoing professional development for advisors at all levels; and development of a student peer advising program.

Initiative 1.2.3: Take further steps to encourage students to see summer classes as effective vehicles for timely degree completion and to encourage academic units to plan summer offerings more strategically.

Initiative 1.2.4: Assess the effectiveness of course placement (i.e., performance factors, timing of placement assessments, and availability of courses consistent with measured student skills).

Initiative 1.2.5: Pursue offering developmental courses in the summer, which would be marketed to new students who have placed into developmental courses or whose SAT/ACT math scores warrant such intervention.

Initiative 1.2.6: Continue supporting and encouraging the development of online and hybrid course offerings, as well as courses that are offered on alternative schedules that provide more flexibility to students. (see 3.2.5)

Initiative 1.2.7: Determine why students consistently state that they have difficulty getting the courses they need in a timely way and take steps to correct the problems that are identified.

Initiative 1.2.8: Identify and implement models for student learning communities which best fit the students and campus environment.

Initiative 1.2.9: Implement a formal student leadership training program for student paraprofessionals as preparation for service as peer advisors, orientation leaders, academic support providers, and others. (see 7.3.5)

Strategic Objective 1.3: IU Southeast will develop its academic offerings in response to regional needs and in light of appropriate national and disciplinary standards.

Initiative 1.3.1: Develop an academic strategic plan which identifies current academic programs to be strengthened, as well as new programs, especially at the master's level, which the campus should implement in order to meet changing regional needs and expectations in the context of relevant national and/or global developments. The planning process will reflect a long-term as opposed to a short-term perspective and will take into account factors such as data on current and likely future student demand; quantitative and qualitative measures of program quality such as student learning outcomes, student achievement, and levels of satisfaction as reflected in a variety of instruments; fit with the mission and niche of the campus in the region; relationship to university-wide programs; relationship to other campus programs and the potential for strengthening multiple programs; and evidence of regional need and community demand. The plan will also take into account the associated needs of support services such as the library and technology. The committee that develops the plan, whether it is a standing or an ad hoc committee, will include academic administrators and faculty representatives from all the schools. (see 4.1.3, 5.3.1, 7.4.4, and 7.4.5)

Initiative 1.3.2: Have all academic programs identify appropriate external benchmarks of their quality. Examples would include specialized accrediting bodies, “best practices” in curriculum identified by national disciplinary associations, and indicators of the quality of student learning that are externally validated, such as student participation and success in conferences, competitions, etc. (see 5.3.2 and 5.3.3)

Initiative 1.3.3: Strengthen and develop opportunities for applied learning experiences for students and investigate the feasibility of making applied learning experiences required in all undergraduate programs. (see 3.2.3 and 6.7.1)

Initiative 1.3.4: Apply the Council for Advancement of Standards in Higher Education professional standards to the review and improvement of academic support services.

Strategic Objective 1.4: IU Southeast will further develop its honors offerings to attract and retain high-achieving students and to enhance the recognition of the quality of the campus’s offerings.

Initiative 1.4.1: Continue to encourage the development of discipline-based honors programs.

Initiative 1.4.2: Determine what the future development of the campuswide honors program should be in the next five years.

Strategic Objective 1.5: IU Southeast will increase its offering of intellectual and cultural programming and will increase the engagement of both the campus and the external communities in those programs.

Initiative 1.5.1: Pursue development of a major speaker series that would include at least one speaker each year with appeal to an audience beyond the campus. When it is feasible, this speaker series would be linked to the theme/readings of the Common Experience. (see 6.5.1)

Initiative 1.5.2: Consider how to build on the success of the Common Experience to broaden its appeal and to institutionalize it. One possibility would be to link the Sanders Speaker Series in the School of Business to the Common Experience theme in some years. Another possibility would be for the faculty teaching one or more widely taken general education courses to incorporate the Common Experience into their courses.

Initiative 1.5.3: Support and encourage disciplinary seminar series and/or visiting scholars/artists. Initiatives like these can be strengthened through partnerships with other higher education institutions and organizations such as the World Affairs Council. (see 6.10.3)

Strategic Objective 1.6: IU Southeast will support the ongoing intellectual and professional development of its faculty.

Initiative 1.6.1: Ensure that part-time faculty members have access to appropriate professional development opportunities and are integrated into the academic community to the greatest extent possible. For example, part-time faculty might be invited to department meetings or might be paired with a full-time faculty member who would act as a mentor.

Initiative 1.6.2: Gather and use information on the types and frequency of use of various instructional strategies employed by faculty to better inform professional development programs.

Initiative 1.6.3: Continue to support faculty research and creative work as an important component of faculty intellectual vitality and a source of applied learning opportunities for students.

Strategic Objective 1.7: IU Southeast will increase its efforts to promote lifelong learning in the region.

Initiative 1.7.1: Connect to alumni through offering appropriate lifelong, credit, and non-credit educational programming. (see 8.1)

Initiative 1.7.2: Review non-credit programming, taking into account information about the local market for programs as well as the campus capacity for delivering them.

Initiative 1.7.3: Expand academically oriented programming for pre-collegiate students. Possibilities include programs that make use of the lodges in the summer, expanding the Arts Institute and Project AHEAD, encouraging students to take classes on campus between their junior and senior years of high school, and strengthening dual credit (Bridge to College) offerings. (see 2.2.6 and 6.2.3)

Strategic Objective 1.8: IU Southeast will systematically study ways to make more effective use of its resources in order to structure educational experiences that are responsive to the population it serves.

Initiative 1.8.1: Develop and implement a more systematic, strategic approach to scheduling and the principled use of its classroom resources with, at the very least, a set of campuswide guidelines/principles governing the process. (see 2.3.11 and 4.2.2)

Initiative 1.8.2: Explore and pilot test innovative learning spaces as alternatives to traditional classroom modes and gather data to evaluate their effectiveness. (see 4.3.1)

Initiative 1.8.3: Provide educational experiences for students inside and outside the classroom that use technology-enabled modalities of communication and interaction in ways that are consistent with academic objectives and that meet and exceed student expectations and experiences. (see 4.3.1)



GOAL 2 – EFFECTIVE ENROLLMENT MANAGEMENT: IU Southeast will maintain an up-to-date, data-driven, strategic enrollment management program, which will provide a sustainable enrollment base and enhance student persistence to graduation.

For the purposes of the IU Southeast Strategic Plan, enrollment management is defined as a “coordinated set of concepts and processes that enables fulfillment of institutional mission and students’ education goals” (Bontrager, 2004. *College and University*, 79 (3):11-16). While the process of enrollment is important, equally important is the entirety of student experience, from matriculation through advising, curriculum, interactions with faculty and staff, career services, and every other aspect of each student’s development at IU Southeast. In addition, IU Southeast must remain cognizant of the fact that many of the issues regarding enrollment management (e.g., admission criteria, student success and persistence, long-term campus financial planning, enrollment projections, class scheduling, etc.) are interrelated. Whenever changes in practices are considered, the campus must assess the impact those decisions will have in other areas, including the financial strength of the campus.

As IU Southeast continues to focus on effective enrollment management, Goal 2 of the Strategic Plan will primarily emphasize the importance of the student experience. While not losing sight of the importance of planned growth, much attention will be placed on persistence and assuring students’ timely progress toward graduation. An emphasis on enrollment capacity, admission criteria, financial aid, specific student persistence initiatives, and a student-centered culture will be the hallmarks as IU Southeast moves forward with Goal 2 - Effective Enrollment Management.

Strategic Objective 2.1: IU Southeast will determine the campus’s enrollment growth for the next five years.

Initiative 2.1.1: Determine the enrollment goals based on campus capacity and course and faculty availability.

Initiative 2.1.2: Develop guidelines for an admission waitlist, if campus capacity dictates.

Initiative 2.1.3: Pursue renewal of the tuition reciprocity agreement with Kentucky. (see 4.5.1)

Initiative 2.1.4: Review the admission standards with regard to the institution’s mission, vision, and enrollment capacity.

Strategic Objective 2.2: IU Southeast will further develop its comprehensive recruitment plan.

Initiative 2.2.1: Develop specific graduate student recruitment plans for each of the three graduate programs.

Initiative 2.2.2: Review the impact of changes in Indiana’s Core 40 high school graduation requirements on admission criteria, course placement processes, developmental course offerings, and redesign of the student outreach program.

Initiative 2.2.3: Develop an explicit statement of expectations for college readiness that will be made available to prospective students. To the extent that it is feasible, the expectations will be connected to Indiana’s Core 40 high school graduation requirements.

Initiative 2.2.4: Pursue additional degree articulation agreements with regional community colleges.

Initiative 2.2.5: Develop a plan to recruit and retain international students.

Initiative 2.2.6: Identify additional departments to host Bridge to College courses at area high schools and to act as liaisons for the Advanced College Project (ACP) program. (see 1.7.3)

Initiative 2.2.7: Develop a communication plan for prospective transfer students. (see 5.2.4)

Initiative 2.2.8: Develop a plan to communicate with the parents of prospective, admitted, and current students, including a parent newsletter and a microsite on the web. (see 5.2.4)

Strategic Objective 2.3: IU Southeast will develop and implement a coordinated persistence plan that will engage students to persist to graduation.

Initiative 2.3.1: Develop a data-driven system for continuous assessment of policies, practices, and outcomes of student persistence and graduation, which will include studies of factors contributing to persistence, including an analysis of the correlation between admission criteria and student persistence.

Initiative 2.3.2: Set specific persistence goals and involve faculty in the plans to improve persistence.

Initiative 2.3.3: Identify an individual, office, or mechanism for the coordination of persistence efforts and to serve as a central repository for data, analysis, and outcomes measures.

Initiative 2.3.4: Develop strategies to respond to the Indiana Commission for Higher Education directives, especially with regard to persistence to graduation.

Initiative 2.3.5: Annually evaluate the impact of the Degrees of Excellence-funded programs on persistence.

Initiative 2.3.6: Develop veterans programs to facilitate enrollment and persistence.

Initiative 2.3.7: Develop summer session strategies for conditionally admitted students to enhance student success.

Initiative 2.3.8: Develop a student financial literacy program in an effort to mitigate the impact of poor credit management and poor budgeting skills on campus attrition rates.

Initiative 2.3.9: Strengthen support services for transfer students in order to facilitate persistence.

Initiative 2.3.10: Increase the number of sponsors and employers participating in the IU Southeast deferment programs.

Initiative 2.3.11: Coordinate a review of the beginning and ending time blocks for class offerings. (see 1.8.1)

Initiative 2.3.12: Review the policies, procedures, and campus application of undergraduate academic probation and suspension as well as the financial aid monitoring of satisfactory academic progress to maximize the impact on student persistence and timely degree completion.

Initiative 2.3.13: Increase the total number of students participating in the mentoring program by 50 for each of the next five years and increase the number of faculty/staff participating in the mentoring program each year to accommodate the number of mentees.

Initiative 2.3.14: Conduct a review of the mentoring program and make any necessary revisions to increase student engagement and persistence. The review will include analysis of changes in student demographics, strategies to measurably impact student persistence of target populations, recommended optimal use of budgets, and long-term strategies/options to fund the mentoring program beyond the external funding period.

Strategic Objective 2.4: IU Southeast will maximize financial aid to meet enrollment goals.

Initiative 2.4.1: Commission a financial aid leveraging study, analyzing financial aid awards and enrollment yields.

Initiative 2.4.2: Administer a survey to entering students and their families to gauge the impact and effectiveness of communications received throughout the matriculation process, paying particular attention to billing and financial aid communications.

Initiative 2.4.3: Establish fellowships for graduate students.

Strategic Objective 2.5: IU Southeast will enhance the student-centered culture that encourages personal, career, and intellectual development. IU Southeast will expand its co-curricular student activities to increase student engagement and complement the academic experience.

Initiative 2.5.1: Continue to demonstrate and improve out-of-class student learning via the assessment of student learning outcomes for services and programs offered by Student Affairs.

Initiative 2.5.2: Continue the five-year cycle of applying the Council for the Advancement of Standards in Higher Education standards to review and improve functional areas within Student Affairs.

Initiative 2.5.3: Develop a proposal for Phase II of on-campus housing. (see 4.2.6)

Initiative 2.5.4: Increase the amount of participation in student organizations by 15 percent in five years. This initiative may be achieved through increasing membership of existing organizations or by adding new student organizations.

Initiative 2.5.5: Assess the campus infrastructure and capacity to serve international students.

Initiative 2.5.6: Enhance and sustain intramural offerings, thereby engaging more students each year.

Initiative 2.5.7: Implement faculty/staff development opportunities to enhance student-centered service campuswide. (see 4.1.6)

Initiative 2.5.8: Increase engagement with parents via programs, (e.g., STAIR sessions, Orientation, parent/family weekend), the creation of a Parent Advisory Board, and parent communications.

Initiative 2.5.9: Pursue support systems for GLBTQ students and students of color in an effort to engage and increase the persistence of those students.

Initiative 2.5.10: Review the structure of the Campus Life department to ensure the staffing and structure are aligned with the campus's priorities, the current student population's growing needs, and increased student engagement and persistence goals.



GOAL 3 – EMBRACING DIVERSITY: IU Southeast’s long-range goal is to become a model for the support of diversity on campus and in the community, especially in Southern Indiana; however, the campus recognizes that achieving this goal will require continuous efforts. We believe that access to higher education, preparation to enter the workforce, and the ability to function in a diverse and globalized society is critical for student success. To that end, IU Southeast will continue to strengthen and improve diversity in its programming, hiring, student recruitment, business practices, and community initiatives.

The following strategic objectives and initiatives aim at establishing a foundation for continued improvement in diversity and equity that will extend well beyond this plan. In order to successfully fulfill our mission, IU Southeast’s diversity efforts will continue to be energized by leadership, embraced by the campus at large, systematically assessed, and institutionalized.

Strategic Objective 3.1: Commitment - Diversity, equity, and internationalization will be among the guiding principles of IU Southeast and will be the responsibility of the entire campus community.

Initiative 3.1.1: Have campus leaders continue to encourage diversity and equity through the development and distribution of diversity incentives.

Initiative 3.1.2: Have the administration continue to seek out adequate human and financial resources for achieving diversity and equity goals. (see 4.1.2)

Initiative 3.1.3: Routinely assess all aspects of campus diversity and equity objectives, particularly in regard to the effectiveness of initiatives.

Initiative 3.1.4: Create diversity community outreach initiatives, such as science/math camps in collaboration with community partners throughout our service area.

Initiative 3.1.5: Explore creating a committee on diversity within the Faculty Senate.

Initiative 3.1.6: Continue to strategize and improve collaboration of the Diversity Coordinators and Diversity Council roles. Our focus will include the celebration of diverse cultures within our campus community and the advocacy, success, and retention of all students.

Strategic Objective 3.2: Curriculum - IU Southeast will prepare students to function effectively in a culturally diverse and global community by infusing principles of diversity and equity throughout the curriculum. IU Southeast will continue to:

Initiative 3.2.1: Provide opportunities for faculty to broaden course perspectives.

Initiative 3.2.2: Encourage increased use of diversity materials in faculty curriculum transformation.

Initiative 3.2.3: Encourage and increase diversity-oriented applied learning experiences for students locally and abroad. (see 1.3.3)

Initiative 3.2.4: Increase specialized academic support through the creation and assessment of enrichment programs.

Initiative 3.2.5: Increase alternative course delivery and use of technology to meet the needs of diverse student populations including those with various learning styles. (see 1.2.6)

Strategic Objective 3.3: Climate - IU Southeast recognizes that establishing a critical mass of staff, students, and faculty from underrepresented groups is essential for creating an accepting and welcoming learning environment. The campus learning environment should reflect the high value IU Southeast places on diversity, equity, and global awareness in order to fulfill our mission.

Initiative 3.3.1: Have campus leaders present diversity plans at faculty/staff orientations.

Initiative 3.3.2: Continue to strengthen professional and staff development programs to include issues of diversity and equity.

Initiative 3.3.3: Increase support and development of diverse student organizations.

Initiative 3.3.4: Broaden Campus and Student Programming Council (SPC) programs to reflect the interests of diverse students.

Initiative 3.3.5: Continue to broaden participation in campus committees to represent diverse constituencies.

Initiative 3.3.6: Periodically address the effects of language, attitudes, issues, classroom environment, and general campus interactions as they relate to diverse student and employee populations.

Initiative 3.3.7: Conduct periodic surveys regarding campus climate in order to develop effective solution and action planning processes.

Initiative 3.3.8: Develop an effective diversity communication plan that is representative and welcoming of the populations the campus is committed to serve.

Strategic Objective 3.4: Population - IU Southeast will become a model for diversity and equity in Southern Indiana and the Greater Metro Louisville region by increasing the diversity of the campus community to reflect the population of our service area and an understanding of a global society.

Students:

Initiative 3.4.1: Continue to increase the enrollment and retention of a diverse student population to be reflective of the counties the campus serves through recruiting materials, programming, and activities which attract underrepresented populations.

Initiative 3.4.2: Continue to strengthen retention efforts for underrepresented students through increased support in the following areas: communication, academic and co-curricular needs assessment, mentoring, and social activities.

Initiative 3.4.3: Encourage and support a diverse student council structure (i.e., Multicultural Student Union) through the establishment of alliances with all student groups that represent diversity on our campus. Consider making MSU student group advisors members of the Diversity Council.

Initiative 3.4.4: Seek to increase scholarships and other financial opportunities for underserved student populations.

Faculty:

Initiative 3.4.5: Have each academic school and the library plan and monitor progress towards achieving diversity within its faculty as suggested by annual IU Southeast workforce data.

Initiative 3.4.6: Create additional opportunities to help new faculty make connections on campus and in the community.

Staff:

Initiative 3.4.7: Increase and sustain the diversity of the campus's professional and support staff to reflect the region it serves or to reflect the availability of qualified candidates in areas of specialization as appropriate.



GOAL 4 – STRATEGIC RESOURCE MANAGEMENT: IU Southeast will continue to strategically manage and leverage its resource base to support current operations, enrollment trends, high-quality programs, faculty and staff excellence, and high-caliber facilities and equipment.

The recession of 2007-2009 greatly impacted higher education across the country. In Indiana, state appropriation to public institutions was cut by six percent in late 2009, following significant shortfalls in tax revenue. With the elimination of more than \$1 million per year in base budget funding, IU Southeast must continue to manage and leverage its resources effectively to ensure alignment with institutional priorities and the Strategic Plan. We must prepare for the likelihood that we will see further restraints or declines in state appropriation over the next decade. Fortunately, IU Southeast is well-positioned to “weather the storm” as a result of prudent fiscal management over the years.

In this new economic environment, resources must be allocated and prioritized to support the academic mission of the institution and all required activities and services. As facilities continue to age, funds will be needed for deferred and ongoing maintenance, critical capital projects, and updated classroom equipment. In addition, we must continue to work toward a long-term fundraising strategy.

The achievement of strategic goals, objectives, and initiatives in a contracted budgetary environment will require careful and thoughtful stewardship of our financial, physical, and human resources. With permanent reductions in state appropriation, IU Southeast cannot be “all things to all people,” and our resources must be in alignment with the Strategic Plan to accomplish the institution’s long-term objectives.

Strategic Objective 4.1: IU Southeast will continue to promote and enhance the recruitment, employment, retention, and development of faculty, professional staff, and support staff to achieve strategic goals and maximize the institution’s human resource potential.

Initiative 4.1.1: Continue the faculty mentoring program in which senior faculty serve as mentors to junior faculty.

Initiative 4.1.2: Maintain effective funding processes for recruitment and retention of diverse faculty. (see 3.1.2)

Initiative 4.1.3: Review priorities for hiring more full-time faculty to support academic program development. (see 1.3.1)

Initiative 4.1.4: Continue to periodically review salaries and wage scales for competitiveness and appropriateness relative to peer institutions and the demands of the market.

Initiative 4.1.5: Maintain and monitor the performance evaluation program for all professional and support staff.

Initiative 4.1.6: Continue to identify and implement ongoing training and development programs for professional and support staff, technical and service maintenance staff, and new employees. (see 2.5.7)

Strategic Objective 4.2: IU Southeast will evaluate, improve, and fully utilize campus infrastructure to achieve its academic mission and goals.

Initiative 4.2.1: Continue to develop deferred maintenance planning for the campus in cooperation with University administration.

Initiative 4.2.2: Review space utilization and identify alternatives to maximize use of facilities. (see 1.8.1)

Initiative 4.2.3: Develop long-range furniture and equipment replacement program for classrooms, student space, and common areas; continue to modernize classrooms.

Initiative 4.2.4: Develop a limited-scope master plan that focuses on the new Education-Technology Building, one additional academic building planned for the long-term (2013-2019), parking, the Activities and Service Buildings, housing (phase II), and the Hausfeldt properties.

Initiative 4.2.5: Work toward completion of the newly approved Education-Technology Building.

Initiative 4.2.6: Expand residential housing on campus to increase student recruitment, enrollment, retention, and diversity. (see 2.5.3)

Initiative 4.2.7: Continue to develop appropriate facilities and fields for intramural programs.

Strategic Objective 4.3: IU Southeast will provide information technology support and services that meet the needs and priorities of the campus and maintain a state-of-the-art information technology environment consistent with the mission and goals of the campus and university.

Initiative 4.3.1: Work collaboratively with students, faculty, and staff to provide campus information technology resources and services that support the teaching, learning, and research goals of the campus as well as the business processes of the campus in an efficient and cost-effective manner. (see 1.8.2 and 1.8.3)

Initiative 4.3.2: Participate in the university-wide IU Strategic Plan for Information Technology and collaborate with University Information Technology Services to ensure that the campus technology infrastructure, resources, and services are consistent with and take advantage of university-wide resources and deployment strategies.

Initiative 4.3.3: Conduct surveys at regular intervals to measure the campus's perception of technology services, resources, and needs.

Initiative 4.3.4: Measure the costs and benefits of campus information technology services and resources at regular intervals and provide comparisons to university and industry norms.

Initiative 4.3.5: Identify, evaluate, and implement strategies that fully utilize existing campus information technology resources and incorporate new and innovative technologies that improve teaching and learning, campus business processes, and student services.

Initiative 4.3.6: Take full advantage of university-wide systems to achieve greater efficiencies and improve productivity for students, faculty, and staff.

Initiative 4.3.7: Identify, evaluate, and implement environmentally sustainable choices in information technology deployment and processes.

Strategic Objective 4.4: IU Southeast will increase external funding to meet the diverse and growing financial needs of the institution.

Initiative 4.4.1: Formalize a long-range development plan; determine and identify resources needed to implement the plan.

Initiative 4.4.2: Leverage university-wide resources and collaborate with IU Foundation to enhance local implementation of fundraising efforts.

Initiative 4.4.3: Increase alumni participation in philanthropy by developing a marketing plan aimed specifically at alumni. Coordinate alumni solicitation efforts with the alumni relations office so that activities are complementary.

Initiative 4.4.4: Increase the number of planned gifts designated to IU Southeast.

Initiative 4.4.5: Increase the number of new major gift prospects identified, cultivated, and solicited.

Initiative 4.4.6: Increase efforts to secure funding through local, state, and federal funding through grants, foundations, and corporations. Work with the office of the Dean of Research as needed.

Initiative 4.4.7: Utilize technology to advance philanthropy at IU Southeast.

Strategic Objective 4.5: IU Southeast will continue to collaborate with University administration to pursue issues of interest to the campus at the state and federal levels (state appropriation, capital appropriation, reciprocity, etc.).

Initiative 4.5.1: Pursue the renewal of the reciprocity agreement between Indiana and Kentucky. (see 2.1.3)

Initiative 4.5.2: Study the dynamics of the reciprocity agreement as it relates to enrollment management objectives; conduct an annual assessment of the reciprocity data to ensure alignment with institutional goals.

Initiative 4.5.3: Develop a portfolio of essential information and quantitative measures that “tell the IU Southeast story” for various public officials. (see 7.4.2)

Initiative 4.5.4: Remain actively involved with the development and implementation of the 10-Year Capital Improvement Plan.

Strategic Objective 4.6: IU Southeast will develop a long-range financial planning strategy to support institutional priorities, based upon realistic assumptions in an unpredictable economic environment.

Initiative 4.6.1: Implement and communicate University-mandated budget directives, initiatives, and policies.

Initiative 4.6.2: Identify opportunities to improve efficiency and effectiveness of support systems and services, while maintaining or improving quality, to optimize resources.

Initiative 4.6.3: Review all budget accounts on a periodic basis to ensure appropriate use and allocation of resources.

Initiative 4.6.4: Continue to use the budget construction process to plan and guide the allocation of campus resources in alignment with the Strategic Plan.

Initiative 4.6.5: Identify, assess, and implement best practices in budget planning, resource allocation, and long-range planning. Establish a committee to examine and explore general fund management with specific reference to changes in enrollment (credit hours) and non-instructional fees; assess current practices and methodologies and make appropriate recommendations.

Initiative 4.6.6: Identify and analyze cost implications of implementing all Strategic Plan initiatives, utilize a rolling three-year planning model, and establish planning guidelines in tandem with strategic planning initiatives.

Initiative 4.6.7: Develop a comprehensive long-term capital plan that identifies high-priority capital projects, estimated costs, potential funding sources, and timeframes for completion; this document will serve as a foundation for planning and budgeting activities and for effective allocation of resources.

Initiative 4.6.8: Develop a plan to provide the resources needed to support and operate the new Education-Technology Building.

Initiative 4.6.9: Continue to allocate resources through the Degrees of Excellence initiative to improve retention and graduation rates.

Strategic Objective 4.7: IU Southeast will develop and identify initiatives that support and promote sustainability, focusing on eight key areas: education and awareness, energy management, resource utilization, recycling, waste management, procurement, utilization of technology, and new building design.



GOAL 5 – MARKETING: STRENGTHENING OUR POSITION: Through strategic communication and marketing efforts, IU Southeast will continue to establish its position as the educational leader in our region and will promote the University’s resources to the communities we serve.

By clearly defining our position in the marketplace, we will prepare the University for successful student recruitment, friend building, and fundraising. We will ensure our target audiences understand who we are, what we do, and where we are going. Our strategies will be developed through a research-based approach, and the messages we communicate to our audiences will be believable, distinctive, and of importance.

Strategic Objective 5.1: IU Southeast will continue to utilize research to establish baseline data on how the campus is perceived by various constituencies, to understand our constituencies’ expectations, and to gauge our progress in meeting those expectations.

Initiative 5.1.1: Identify and profile our primary target audiences: prospective students for our marketing efforts; donors and potential donors for our development efforts; media for our public relations efforts; and internal audiences, business leaders, and the community for our communication efforts.

Initiative 5.1.2: Conduct market research, development research, and community image research on a regular and ongoing basis at intervals throughout the duration of the Strategic Plan. Research will be focused on our primary target audiences and will include psychographic profiling as well as a marketability study of individual majors. (see 5.3)

Strategic Objective 5.2: IU Southeast will continue the development and execution of a comprehensive, long-term, integrated marketing plan for the University that creates a consistent, positive image of the campus with our prospective students.

Initiative 5.2.1: Continue to annually appoint a Campus Marketing Advisory Committee to assist with the development of the campus’s integrated marketing plan and to provide advice on the execution of the plan. Committee members will be experts in fields directly related to marketing, communication, advertising, or economic development. The committee will work closely with marketing, admissions, web, and athletics.

Initiative 5.2.2: Roll out a comprehensive, long-term, integrated marketing plan every three years. Plans will be based on research and will allow the campus to support student enrollment as determined by Goal 2 and to support the diversity of our student body as mandated by Goal 3.

Initiative 5.2.3: Continue to ensure that the marketing and student recruitment materials, including the images used to promote the campus, accurately reflect the campus’s diversity.

Initiative 5.2.4: Through the efforts of the Enrollment Management Committee, strategically manage communication pieces from all offices to ensure consistency of brand and message. (see 2.2.7 and 2.2.8)

Initiative 5.2.5: Focusing on internal and external constituents as defined in its marketing plan, actualize the campus’s marketing promise and ensure both that the marketing representation of our campus is accurate and that the on-campus experience matches our marketing promise.

Strategic Objective 5.3: IU Southeast will strategically enhance the image of our individual academic programs by developing and executing marketing plans for each of our schools that differentiate our programs from our competition. (see 5.1.2)

Initiative 5.3.1: Identify and aggressively promote those programs which show special promise. (see 1.3.1)

Initiative 5.3.2: Utilize national rankings and accreditations of our professional schools and other programs to promote the University as a whole. (see 1.3.2)

Initiative 5.3.3: Identify and promote the unique attributes of the campus's arts and sciences programs, including the ability to prepare students for success in a global economy. (see 1.3.2)

Initiative 5.3.4: Identify and promote unique or outstanding extracurricular activities, both on and off campus, as we promote our academic programs.

Initiative 5.3.5: Strategically leverage our graduate degree programs to position the campus as a leader in the areas of business, education, and the liberal arts.

Initiative 5.3.6: Focus selected marketing messages on graduating student outcomes, including the collection and use of our outstanding alumni stories to promote specific academic programs. (see 8.2.3 and 8.2.5)

Strategic Objective 5.4: IU Southeast will utilize our human capital by developing both a communication strategy and the tools necessary to empower our faculty, staff, current students, and alumni to promote the University.

Initiative 5.4.1: Continue to improve our internal communication about the campus mission and vision, paying particular attention to the needs of both full-time and part-time faculty and staff.

Initiative 5.4.2: Given that graduate responses to our exiting student survey show that an overwhelming number of our grads would recommend IU Southeast to their friends and family, develop a strategic approach to utilize both our alumni and our current students in our marketing efforts. (see 8.4.1)

Initiative 5.4.3: Develop a mechanism that makes it easy for our media contacts to locate University experts in particular fields.

Initiative 5.4.4: Develop the tools necessary to provide our faculty and staff with up-to-date and appropriate content and talking points for presentations, speeches, and public appearances.

Initiative 5.4.5: Continue to improve internal communication about the campus's mission, vision, core values, and strategic goals, using strategies that are responsive to the differing levels of institutional awareness and commitment found among full-time faculty and staff, part-time faculty, and students.

Initiative 5.4.6: Develop a strategy to use reinforcement advertising for our current students.

Strategic Objective 5.5: IU Southeast will develop a communication strategy that allows us to demonstrate our outstanding accomplishments to our region’s key communicators, including state and local media, community leaders, business leaders, current and potential donors, and state and local elected officials.

Initiative 5.5.1: Have the University Communications staff continue to proactively manage earned media placements. Earned media is favorable publicity gained through promotional efforts rather than advertising.

Initiative 5.5.2: Have the University Communications staff regularly track and report to the campus the value of our earned media.

Initiative 5.5.3: Develop and produce communication vehicles to inform key communicators about the campus’s accomplishments.

Strategic Objective 5.6: IU Southeast will strategically utilize special events, including educational, extracurricular, cultural, business, athletic, and civic events, to show the community and our constituents the “real” IU Southeast.

Initiative 5.6.1: Maximize the impact and return on investment derived from special events to support initiatives in the Strategic Plan. These efforts include, but are not limited to, events in support of marketing/branding, development, student recruitment, campus or community engagement, and alumni relations.

Initiative 5.6.2: Develop a marketing plan to encourage the use of IU Southeast facilities by targeted community groups to showcase the campus’s growth and accomplishments. This will allow us to show (not tell) what an outstanding institution IU Southeast is. (see 6.8.2)

Initiative 5.6.3: Strategically promote campus events for brand-building purposes and encourage community attendance where appropriate.

Strategic Objective 5.7: IU Southeast will proactively manage our image resources to ensure the on-campus experience and the digital representations of the campus (photos, videos, and so forth) match the marketing promise.

Initiative 5.7.1: Ensure campus signage, décor, outdoor banners, campus flags, branded merchandise, and special facilities (like the Commons or the School of Business Financial Markets Lab) are professionally designed to look and feel like a top-tier regional campus.

Initiative 5.7.2: Maintain a campus video, photo, and logo digital inventory to ensure every image of the campus is professional and matches the campus vision of being recognized as a top-tier regional campus.



GOAL 6 – ENHANCED COMMUNITY ENGAGEMENT: IU Southeast will continue to enhance its relations with the various communities it serves.

Added to the University’s primary academic mission is the responsibility to apply and extend knowledge through mutually beneficial partnerships with a host of communities. Our external communities include prospective students and their families; local, regional, and state governments; business and industry; healthcare providers; P-12 schools; two-year and four-year higher education institutions; the media; public interest groups; and civic, cultural, and community-based organizations. We must also remain cognizant and intentional in our efforts to reach out to diverse and underrepresented groups in our community and, even though nearly all of our graduates remain in the region, it is important to recognize the extent to which we are globally connected through employment, travel, and personal and professional affiliations. In addition, IU Southeast recognizes and supports internal communities which include students, faculty, staff, alumni, members of the Board of Advisors, and the IU family, each of which plays an important role in the life of the campus.

Many University faculty, staff, and students have already embraced service to society through volunteerism, internships, and applied learning projects. IU Southeast supports these activities through programs such as the Applied Research and Education Center, the Regional Economic Development Resource Center, the Internship Program, and Volunteer Programs. Through grants, contracts, formal and informal agreements, professional consultations, technical assistance, conferences, workshops, seminars, and other avenues, the University provides an ever-increasing number of services to its communities.

The University also recognizes the need to develop more cooperative endeavors and partnerships with its communities. At the same time, there is a critical need in the region and the state for the University to actively engage its resources toward the renewal and improvement of the quality of life in the region. To meet this responsibility, IU Southeast commits to the following objectives:

Strategic Objective 6.1: IU Southeast will continue to develop and refine mechanisms to coordinate, improve, and focus community engagement activities.

Initiative 6.1.1: Continue to provide and refine a campus liaison structure that supports the community engagement activities of the campus.

Initiative 6.1.2: Continue to collect information on the community engagement activities of faculty, students, and staff on an annual basis.

Initiative 6.1.3: Using both qualitative and quantitative information gathered from the campus and the communities it serves, review and assess the effectiveness of campus’s community engagement activities on a regular basis.

Initiative 6.1.4: Develop and maintain effective communication strategies to promote awareness of and to foster participation in the activities of the campus.

Strategic Objective 6.2: IU Southeast will review, improve, and expand engagement activities with regional P-12 school communities and two-year and four-year higher education institutions.

Initiative 6.2.1: Maintain and strengthen contacts with P-12 schools to share knowledge and expertise and to promote interest in higher education as well as recognition of IU Southeast as a school of choice.

Initiative 6.2.2: Maintain and strengthen collaboration with regional higher education institutions, Metroversity, and the HIRE Education Forum to increase student educational opportunities and postsecondary attainment across the region.

Initiative 6.2.3: Maintain and strengthen opportunities for prospective students of all ages and backgrounds to learn about the academic, cultural, social, and career opportunities available through IU Southeast. (see 1.7.3)

Strategic Objective 6.3: IU Southeast will collaborate with Southern Indiana and Louisville metropolitan area leadership to promote industry and business partnerships that increase educational opportunities and improve economic conditions in the region.

Initiative 6.3.1: Regularly collect information on area business needs to determine how best to focus campus resources to address those needs in accordance with the campus's mission.

Initiative 6.3.2: Maintain and increase contacts with the business community to establish, expand, and improve available internship opportunities.

Initiative 6.3.3: Establish, maintain, and increase contacts with the business community to encourage the development of new projects and applied learning opportunities for faculty, staff, and students.

Initiative 6.3.4: Maintain and strengthen support for regional economic development, as appropriate to the campus's mission, by working with the business community to encourage the development of new ventures and the expansion of business opportunities throughout the region.

Strategic Objective 6.4: IU Southeast will maintain and strengthen existing relationships and establish new partnerships with local, regional, and state government.

Initiative 6.4.1: Maintain and strengthen relationships with local and regional governmental units to share knowledge and expertise with elected officials, staff, planning boards, and councils.

Initiative 6.4.2: Working with the IU Office of Government Relations, maintain and strengthen contacts and relationships with state and federal officials to promote the betterment of the region and support of the campus.

Initiative 6.4.3: Work with government at all levels to establish, expand, and support internships, volunteerism, and applied learning opportunities.

Strategic Objective 6.5: IU Southeast will maintain and strengthen existing relationships and establish new partnerships with non-profit cultural organizations in the region.

Initiative 6.5.1: Collaborate with area cultural and arts organizations to strengthen programming and expand access to cultural events for the campus and the community. (see 1.5.1)

Initiative 6.5.2: Continue and expand the campus's work with area cultural organizations to broaden our students' exposure to the arts.

Initiative 6.5.3: Work with cultural organizations to establish, expand, and support internships, volunteerism, and applied learning opportunities.

Strategic Objective 6.6: IU Southeast will maintain and strengthen existing relationships and establish new partnerships with non-profit civic and social services organizations in the region.

Initiative 6.6.1: As a good community citizen, increase collaboration with non-profit organizations by sharing knowledge and expertise.

Initiative 6.6.2: Partner with area non-profit organizations to expand and improve available internships, volunteerism, and applied learning opportunities.

Strategic Objective 6.7: IU Southeast will maintain, strengthen, and expand engagement activities within and among the internal campus communities of students, faculty, and staff; with constituents at other Indiana University campuses; and with partnering institutions.

Initiative 6.7.1: Maintain, strengthen, and expand internship, practicum, volunteer, and applied learning programs that enhance opportunities for students. (see 1.3.3)

Initiative 6.7.2: Offer faculty and staff opportunities for professional engagement and development activities.

Initiative 6.7.3: Pursue, implement, and regularly assess current and potential cooperative agreements with other campuses of Indiana University and other partnering institutions.

Strategic Objective 6.8: IU Southeast will participate in and promote cooperative partnerships that advance the future growth, well-being, and development of the Southern Indiana and Louisville metropolitan area.

Initiative 6.8.1: Develop and expand collaborative partnerships with the Purdue Research Park of Southern Indiana, the Southeast Indiana Small Business Development Corporation, and other organizations that are focused on improvement of the region.

Initiative 6.8.2: Promote use of campus facilities that are available to meet community needs, including the Conference Center, Library, Ogle Center, dining and catering facilities, housing, and selected athletic facilities to further the goals of the campus and the region and make the campus a destination of choice for the community. (see 5.6.2)

Strategic Objective 6.9: IU Southeast will strengthen and expand its relationships with its alumni in ways that benefit the community and the campus. (see 8.2)

Initiative 6.9.1: Increase alumni advocacy for the campus. (see 8.4)

Initiative 6.9.2: Work to increase alumni involvement with their communities. (see 8.3.2)

Initiative 6.9.3: Work to bring recognition to alumni who do outstanding work in their community and professional activities. (see 8.2.3)

Strategic Objective 6.10: IU Southeast will work to clarify and strengthen the relationships of the region to the global community in the areas of education, commerce, and culture.

Initiative 6.10.1: Increase opportunities for students, faculty, and staff to participate in international opportunities for study, collaboration, and research.

Initiative 6.10.2: Increase visits to the campus by representatives of regional, national, and international organizations to engage with students, faculty, staff, and the community.

Initiative 6.10.3: Increase the campus's collaboration with regional and national organizations that represent various international communities. (see 1.5.3)

Strategic Objective 6.11: IU Southeast will strengthen relationships and establish new partnerships with diverse and underrepresented communities in the region.

Initiative 6.11.1: Provide and strengthen programs that inform members of diverse and underrepresented communities about the benefits and availability of higher education and the opportunities available at IU Southeast.

Initiative 6.11.2: Increase collaboration with regional and national organizations that advocate on behalf of diverse and underrepresented communities.

Initiative 6.11.3: Increase visits to the campus by regional, national, and international representatives of diverse and underrepresented groups for performance and/or speaking engagements and for collaboration with students and faculty.



GOAL 7 – ONGOING STRATEGIC PLANNING: IU Southeast will refine and continue the development of its system for well-coordinated, ongoing strategic planning that integrates resource allocation, accountability, and planning at all levels.

In view of the dramatic progress the campus has enjoyed under the guidance of the 2005-2009 Strategic Plan, the Committee has reaffirmed its commitment to ongoing strategic planning and the seven goals articulated in the initial plan with the addition of an eighth goal. Relying on completed initiatives under Goal 7 to serve as a foundation for further efforts, the following objectives and initiatives will serve to round out IU Southeast's development of comprehensive planning processes by 2015. Since this new Strategic Plan coincides with a recessionary economy and a period of tightly constrained resources which may last well into the new decade, the implementation of new strategic initiatives may necessitate reallocation of resources to achieve the University's objectives. Therefore, the planning guidelines detailed below rely on all programs undergoing rigorous review to facilitate reallocation decision making.

Strategic Objective 7.1: IU Southeast will more fully develop a planning process at the school, department, and unit levels that ties in with overall institutional planning and institutional, IU, and state priorities.

Initiative 7.1.1: Request existing school strategic plans be revised to include links to the institutional strategic plan.

Initiative 7.1.2: Consider a common format for all upcoming rollovers of school strategic plans and improve consistency in planning processes.

Initiative 7.1.3: Evaluate units other than the academic schools to determine the extent or desirability for strategic planning and how goals fit into the institutional strategic plan.

Initiative 7.1.4: Adopt a format for reporting IU Southeast accomplishments in line with IU priorities and initiatives on an annual basis.

Strategic Objective 7.2: IU Southeast will continue to review and develop processes to improve campus communication among administrative offices, schools, individual units, and the local community in an effort to achieve higher stakeholder involvement and ownership of ongoing strategic planning and continuous improvement initiatives.

Initiative 7.2.1: Create a mechanism (timeline, content, distribution, etc.) whereby information about critical goals and strategic planning initiatives from individual units is shared with other campus constituencies. (see 7.4.6)

Initiative 7.2.2: Develop a broad-based, campuswide approach to information sharing and analysis in order to enrich the campus's ability to anticipate and respond to shifting currents in the perceptions and expectations of its community constituencies.

Initiative 7.2.3: Update and refine plans to include appropriate members of the local community in the strategic planning and continuous improvement process.

- IU Southeast will continue representation on major community planning committees, such as HIRE Education Council, WIRED 65, Mayor’s Education Roundtable, Greater Louisville, Inc., and the Small Business Development Center.
- IU Southeast will continue to invite community feedback through its website.
- The chancellor will continue regular conversations with regional mayors, regional school superintendents, local and state officials, and business leaders.
- IU Southeast will foster meaningful participation in local and regional organizations which align with the mission and vision of the institution and which allow the campus to keep abreast of current developments and community needs.

Strategic Objective 7.3: IU Southeast will continue to evaluate current organizational structures through periodic reviews to ensure they are designed and positioned to contribute meaningfully to institutional planning.

Initiative 7.3.1: Pursue the development of a professional staff council to facilitate increased staff involvement in campus governance.

Initiative 7.3.2: Evaluate methods to strengthen the appointment of staff and faculty to important campus committees and programs.

Initiative 7.3.3: Provide increased opportunities for staff with leadership training to participate in planning processes.

Initiative 7.3.4: Establish a regular cycle for review of the effectiveness of the full range of campus committees.

Initiative 7.3.5: Consider multiple new ways of generating a list of prospective student members for important campus planning committees. (see 1.2.9)

Strategic Objective 7.4: IU Southeast will continue to develop and refine campuswide assessment programming in order to provide data for strategic evaluation, visioning, and planning as well as to demonstrate institutional effectiveness and need to stakeholders.

Initiative 7.4.1: Create an integrated reporting system to provide institutional and assessment data to the campus community in a routine and timely manner.

Initiative 7.4.2: Create a systematic process to develop and distribute an institutional scorecard, which will provide data that highlight the position and needs of the campus for legislators and other external constituencies. (see 4.5.3)

Initiative 7.4.3: Enable units and schools to generate planning reports on an as-needed basis by creating IUIE reports that are accessible to unit and school staff, which will allow deans and unit heads to more easily access data to support planning and decision making.

Initiative 7.4.4: Support effective academic planning through the development of a process by which new and established academic programs are objectively evaluated on a clearly specified cycle for

feasibility or continuance. The process will include established metrics such as student demand, employer need, market position and competition, and potential impact on other programs. (see 1.3.1)

Initiative 7.4.5: Support effective program planning through the development of a process by which new and established non-academic programs are objectively evaluated on a clearly specified cycle for feasibility or continuance. The process will include appropriate metrics such as institutional demand, cost effectiveness, impact on other programs, and enhanced service. (see 1.1.2 and 1.3.1)

Initiative 7.4.6: Consider a formal structure for the sharing of classroom assessment results, both to improve student learning within the disciplines and to connect classroom assessment to the other levels of assessment. (see 1.1.2, 1.1.3, and 7.2.1)

Initiative 7.4.7: Continue to develop the campus's processes for systematic analysis and use of institutional assessment data, such as graduating student surveys and NSSE. (see 1.1.3)

Strategic Objective 7.5: IU Southeast will develop more effective and integrated means of tying planning to the budget.

Initiative 7.5.1: Continue to require budget proposal justifications linking requests to the campus strategic plan.

Initiative 7.5.2: Require units to link budget requests not only to the campus strategic plan but also to explain how the requests move the unit strategic plan forward.

Initiative 7.5.3: Continue to require that budget requests include how the previous year's approved funding was used and its effect.

Initiative 7.5.4: Require units making budget requests to demonstrate how the request has taken into consideration and is responsive to student learning outcomes, where appropriate.

Initiative 7.5.5: Create a mechanism to more effectively use institutional assessment results, such as results from the graduating student survey and NSSE in the planning and budgeting process.

Initiative 7.5.6: Continue to refine the reorganized Campus Budgetary Affairs Group (CBAG) and its scope of work to achieve more effective communication and planning.



GOAL 8 – EFFECTIVE ALUMNI RELATIONS: In order for IU Southeast to continue its growth to prominence as a high-caliber regional university, the campus must establish Alumni Relations as a top priority. Its position as a new goal in this Strategic Plan reflects the commitment of the campus to develop and strengthen its alumni base and to provide the resources to do so. This is evident by the recent assignment of a Vice Chancellor of Alumni and Community Relations to oversee and implement the objectives and initiatives under Goal 8.

Effective Alumni Relations will require data collection on alumni as well as connecting the alumni to the campus through various activities and programs. Goal 8 also addresses the Student Alumni Association, creating relationships with our students and alumni through mentoring programs, and facilitating programs for students to expand their university experience. Two of the more important objectives deal with the growth of membership and developing strong, sustainable volunteer leadership for the association.

When the objectives and initiatives of Goal 8 are functioning well, development and recruitment will both be positively affected.

Strategic Objective 8.1: IU Southeast will collect information and track student and alumni involvement in campus and campus-related activities in order to identify particular areas of interest for the future involvement and engagement of our alumni and future alumni. (see 1.7.1)

Initiative 8.1.1: Continue to analyze and utilize the graduating student exit survey that is completed when the student applies for graduation and use it as an evaluation tool to better serve alumni and future alumni.

Initiative 8.1.2: Continue to collect and utilize graduating student employment data. This information will include summary data from graduates who are working, salary statistics by major, types of employment, names of employers, and graduate school enrollment data.

Initiative 8.1.3: Continue to utilize an alumni survey to assess the University's effectiveness in career preparation; quality of education; and the willingness of alums to assist with fundraising, student recruitment, and other university, community, and regional activities.

Initiative 8.1.4: Make a coordinated collection of student interest data a priority, including information on athletic teams, student organizations, Greek organizations, student activities, honor societies, etc.

Strategic Objective 8.2: IU Southeast will develop a plan to connect to graduates and have graduates feel more connected to the campus. (see 6.9)

Initiative 8.2.1: Increase alumni involvement with the campus Career Services office.

Initiative 8.2.2: Explore and develop opportunities for maintaining contact with alumni nationally and internationally.

Initiative 8.2.3: Recognize alumni who do outstanding work in university, community, and regional activities. (see 5.3.6 and 6.9.3)

Initiative 8.2.4: Develop a communication strategy utilizing a variety of tools (print, web, contact management systems, e-newsletters, etc.) to further develop relationships with alumni.

Initiative 8.2.5: Make a priority of collecting personal and professional updates (class notes) and alumni stories for use in a variety of media. (see 5.3.6 and 8.3.1)

Initiative 8.2.6: Develop social networking opportunities, both electronically and through events, that benefit the alumni.

Initiative 8.2.7: Develop and expand relations with diverse and underrepresented minority alumni.

Initiative 8.2.8: Help develop and support initiatives to allow individual schools and programs to maintain and enhance connection to their graduates.

Strategic Objective 8.3: IU Southeast will develop programs and opportunities to engage alumni.

Initiative 8.3.1: Continue to develop and expand social and professional networking opportunities for alumni. (see 8.2.5)

Initiative 8.3.2: Explore ways to engage alumni in lifelong learning through efforts such as continuing education programs targeted to their professional and personal interests. (see 6.9.2)

Initiative 8.3.3: Encourage mutually beneficial opportunities for engagement among alumni companies and organizations regionally and locally.

Initiative 8.3.4: Increase alumni involvement in the mentoring program.

Initiative 8.3.5: Strategically involve alumni in fundraising efforts at the campus and program level.

Strategic Objective 8.4: IU Southeast will involve alumni to promote student recruitment and persistence. (see 6.9.1)

Initiative 8.4.1: Develop a group of alumni ambassadors who will assist with the recruitment of new students and contribute to the enhancement of the reputation and image of the campus. (see 5.4.2)

Initiative 8.4.2: Increase alumni participation with its mentoring program to increase student engagement with faculty, staff, alumni, and peer mentors, thereby providing services to more students each year and also assisting with persistence efforts.

Initiative 8.4.3: Strengthen contacts with diverse and underrepresented alumni and include them in recruitment and persistence programs.

Initiative 8.4.4: Develop a legacy student recruitment initiative.

Initiative 8.4.5: Strategically develop and manage alumni scholarships awarded by the Alumni Association.

Strategic Objective 8.5: IU Southeast will engage and empower a committed board for its Alumni Association.

Initiative 8.5.1: Create a committee management structure for the IU Southeast Alumni Board.

Initiative 8.5.2: Create a leadership succession plan for the IU Southeast Alumni Board.

Initiative 8.5.3: Encourage volunteer involvement for the IU Southeast Alumni Board.

Strategic Objective 8.6: The IU Southeast Alumni Board will increase the number of dues-paying members in the Alumni Association as part of a plan for membership recruitment.

Initiative 8.6.1: Have the IU Southeast Alumni Board lead an active Student Alumni Association (SAA) and better develop a relationship with the SAA and its members to further promote membership in the Alumni Association.

Initiative 8.6.2: Have the IU Southeast Alumni Board create a plan to connect with non-graduating alumni and, where applicable, encourage them to return and graduate.

Initiative 8.6.3: Have the Office of Alumni Affairs, with assistance from the membership committee of the IU Southeast Alumni Board, create a campaign to increase membership.

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