

# Indiana University South Bend

## *Strategic Plan: 2021 - 2026*

### **Goal 1: Strengthen student enrollment, retention, and success.**

**Outcome I:** Improve fall census to a stable student enrollment of over 5000.

**Outcome II:** Improve fall census to a stable graduate enrollment of over 600.

**Outcome III:** Improve student cohort first-to-second year retention rate among first-time full-time freshmen beyond 70%.

**Outcome IV:** Improve the four-year graduation rate for first-time full-time freshmen to 25% and the six-year rate to 45%.

**Outcome V:** Remove the diversity achievement gaps in student retention and graduation rates.

Strategy 1: Improve retention through a coordinated campus plan.

Strategy 2: Foster opportunities to promote belongingness and community.

Strategy 3: Integrate anti-racism initiatives into academic and campus programs to improve student enrollment and success, and continue working toward achieving Hispanic Serving Institute status with Hispanic student enrollment beyond 20%, as well as reaching 10% enrollment among African American students.

Strategy 4: Enhance K-12, higher education and community partnerships to increase recruitment and success of first year, transfer, and adult returning students.

Strategy 5: Review data and enhance initiatives to address all categories of Indiana State Performance Based Funding metrics and incentives provided by Indiana Commission of Higher Education (overall degree completion, at-risk degree completion, STEM degree completion, persistence, and on-time graduation).

Strategy 6: Improve student advising and coaching for new and continuing students.

Strategy 7: Review campus policies and procedures in order to reduce barriers to student enrollment and success.

Strategy 8: Provide support and engagement opportunities through programs that include but are not limited to: 21<sup>st</sup> Century Scholars, Honors, and Athletics to promote student success.

## **Goal 2: Demonstrate financial responsibility, stewardship, and vitality.**

- Outcome I:** Increase annual revenue each fiscal year and build a more diversified portfolio of revenue streams.
- Outcome II:** Calibrate base operating budgets to align with strategic plan and Campus Budget Advisory Council (CBAC) recommendations to ensure strong stewardship of university resources.
- Outcome III:** Employ measurable mechanisms for responsible and sustainable budget management to ensure that operating expenses do not exceed annual budget targets each Fiscal Year.
- Outcome IV:** Develop transparent and efficient facilities planning, utilization, tracking, and reporting mechanisms.
- Outcome V:** Implement a plan to work towards more equitable and market-based salaries for faculty and staff.

Strategy 1: Diversify revenue streams.

Strategy 2: Establish realistic and tangible base operating budgets to align with campus priorities to provide greater budget flexibility and accountability for use of university resources.

Strategy 3: Fund an opportunity reserve to address campus priorities.

Strategy 4: Create a process for assessing efficiency across campus.

Strategy 5: Educate campus on all aspects of financial affairs.

Strategy 6: Establish continuous review cycle of Campus Facility Plan for growth and maintenance.

Strategy 7: Deploy technologies to increase communication regarding facilities maintenance campus wide.

Strategy 8: Create a process for assessing and addressing equity and market-based salary issues.

Strategy 9: Incorporate principles of sustainability into campus planning.

### **Goal 3: Strengthen and continue to build high-quality, equitable educational opportunities in line with the values of our Titan Creed.**

- Outcome I:** Ensure academic programs meet the educational, societal, and workforce needs of North Central Indiana.
- Outcome II:** Increase faculty participation in professional development activities that benefit faculty effectiveness as teacher-scholars.
- Outcome III:** Grow the Honors Program for the purpose of attracting, retaining, and graduating a diverse group of high-achieving students for all academic units on campus.
- Outcome IV:** Increase students' sense of belonging in our classrooms, on our campus, and in our community.
- Outcome V:** Increase student and faculty participation in high-impact practices.

Strategy 1: Establish a new campus Academic Master Plan by December 2022 that includes a review of current academic programs, enhancement of existing programs, and implementation of new programs.

Strategy 2: Increase professional development opportunities that benefit faculty effectiveness as teacher-scholars.

Strategy 3: Study and evaluate the possibility of transitioning the Honors Program to an Honors College.

Strategy 4: Review current programs and implement new programs or enhance existing programs to support and promote our students' sense of belonging within classrooms, across campus, and into our community.

Strategy 5: Expand opportunities for high impact practices, such as: a common intellectual experience (a theme year), community engagement coursework and activities, internship experience(s), undergraduate research and creative scholarly work, and study abroad.

## **Goal 4: Advance diversity, equity, and inclusivity and a sense of belonging on our campus and in the communities we serve.**

- Outcome I:** Identify systems of oppression and deconstruct them to advance diversity, equity and inclusivity (DEI).
- Outcome II:** Show increasing trends in the recruitment, hiring and retention of faculty and staff from historically underrepresented communities.
- Outcome III:** Foster belonging as an inclusive, safe, and affirming campus for all members of the campus community.

Strategy 1: Create a campus DEI plan that results in campus-wide engagement and transparency.

Strategy 2: Develop a transparent process to identify and deconstruct systems of oppression to ensure progress and accountability.

Strategy 3: Regularly review and update policies and procedures that disproportionately and negatively impact historically underrepresented populations.

Strategy 4: Develop intentional programs and partnerships that improve recruitment, hiring and retention of faculty and staff from historically underrepresented populations.

Strategy 5: Engage faculty, staff, and students in a process of learning and development to align our practices and values with those outlined in the campus DEI plan.

Strategy 6: Create dedicated, inclusive spaces on campus designed for students and employees from historically underrepresented populations.

## Goal 5: Enhance Community, Regional and National Partnerships

- Outcome I:** Share the talents of our faculty, staff, students, and alumni to strengthen our community, region, nation, and world.
- Outcome II:** Formalize, coordinate, and promote existing and new partnerships that integrate community engagement in campus culture, including curricular, co-curricular, and volunteer activities.
- Outcome III:** Develop and enhance mutual and reciprocal relationships and partnerships among faculty, staff, students, alumni, and local and regional non-profit organizations, government entities, business, and industry to ensure positive community outcomes.
- Outcome IV:** Produce annual evidence of the extent, nature, and impact of our external engagement activities.

Strategy 1: Perform an assessment of our external engagement activity and identify the needs of our communities.

Strategy 2: Create a plan with goals for our engagement activity.

Strategy 3: Identify opportunities to expand connections and build partnerships in our community, region, nation, and world to meet our engagement goals.

Strategy 4: Strengthen partnerships that open doors to educational opportunities.