

INDIANA UNIVERSITY

**COMMITMENT TO EXCELLENCE
ALLOCATIONS**

2003-08

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IUPUI 2003-08 Commitment to Excellence Allocations

<i>Teaching, Learning, and Retention</i>	\$7,499,833
• Financial Aid	\$1,960,000
• Retention Programs	\$1,720,000
• Part-Time Faculty Replacement	\$1,037,383
• University Library	\$ 900,000
• Internationalization	\$ 500,000
• Undergraduate Degree Programs: Start-up at IUPUC	\$ 782,450
• Strengthening Honors Program	\$ 350,000
• Enhancing Undergraduate Academic Success	\$ 250,000
<i>Research and Scholarship</i>	\$ 906,000
• Undergraduate research opportunities	\$ 670,000
• Increasing student diversity through research	\$ 171,000
• Passport Nina Scholars	\$ 65,000
<i>Life Sciences</i>	\$1,560,000
• Undergraduate Education in the Health and Life Sciences	\$ 250,000
• Undergraduate Research Opportunities in the Health and Life Sciences	\$ 250,000
• Forensic and Investigative Sciences	\$ 460,000
• Bioengineering	\$ 600,000
<i>Civic Engagement</i>	\$ 750,000
<i>Faculty Excellence</i>	\$2,066,670
• Diversification of the Faculty	\$ 450,000
• Enhancing Diversity through Public Scholars	\$ 499,000
• Building Undergraduate Excellence in Non-Profit Marketing And Development	\$ 125,000
• Undergraduate Faculty start-up	\$ 300,000
• Building Undergraduate Excellence in Criminal Justice and Public Safety	\$ 75,000
• Urban Center for the Advancement of Science /Mathematics Education	\$ 356,000
• Public Scholars in Art	\$ 90,000
• Faculty Hires in Science	\$ 171,670

Teaching, Learning, and Retention

Financial Aid

\$1,960,000 has been used to provide funding for undergraduate financial aid through several programs. These include Bepko Scholars, Research Scholars, Jones Community Scholars, Norman Brown Diversity & Leadership Scholars and Academic Improvement Scholarships. With a focus on improving retention, the merit and need based Academic Improvement Scholarship will be awarded to students whose academic performance has improved significantly since the transition from high school to college. Since this scholarship will be awarded beginning with the student's sophomore year, it will be an effective tool to promote the critical first to second year retention as well as encourage persistence to graduation.

Retention Programs

CTE funding of \$1,720,000 has been provided to support multiple retention initiatives at IUPUI. These include the funding of comprehensive retention programs to provide positions for the Mathematics Assistance Center; a coordinator of thematic learning communities was hired; the development of a "Bridge Program" for high school students who need assistance in preparing for college level work in the summer preceding enrollment at IUPUI; Campus Visitation; Shared Advisors; and Peer Scholars programs.

Part-Time Faculty Replacement

Full-time Lecturer positions have been created using a combination of CTE funds and other campus funds. The positions focused on increasing the participation of full-time faculty in 100 and 200-level courses.

Library

Funding was provided to enhance electronic resources and discipline-based collections at the IUPUI University Library.

Internationalization

International applications and enrollments have increased. A peer mentoring program for international students was instituted and filled. Development of the Global Crossroads was developed through collaboration with UITS, the School of Liberal Arts, and the Office of International Affairs.

Undergraduate Degree Programs: Start-up at IUPUC

CTE funds have been used primarily to implement new undergraduate degrees at IUPUC. Academic programs in business and nursing have been implemented. CTE has also provided Academic Program support such as library acquisitions.

Strengthening the Honors Program

The number of top notch undergraduate students at IUPUI has been increasing steadily over the years, and this trend is very likely to continue given our efforts to market IUPUI as a destination campus for the life and health sciences. The substantial opportunities for undergraduate research and community engagement, the increased number of scholarships, the Guaranteed Admission to Professional Programs plan, and the attractive urban location in Indianapolis will all be very appealing to students. This is therefore a very opportune time to

strengthen the existing Honors Program and move it in the direction of eventually becoming an Honors College.

Enhancing Undergraduate Academic Success

IUPUI's Gateway Initiative has resulted in significant progress with student success in introductory classes, but much still remains to be done. It is known that students who do not earn a GPA of 2.0 or higher in their first semesters are highly unlikely to graduate within six years. If IUPUI is going to increase its retention rate, the campus must understand better the conditions associated with student academic achievement and expand programs which are associated with student success.

Research and Scholarship

Undergraduate Research Opportunities

Increase undergraduate research opportunities for students, in line with IUPUI's academic goal of achieving excellence in research, scholarship and creative activity. This investment will enrich the educational experience of students by providing opportunities to expand a student's understanding of the importance of research and deepen their knowledge in a specific area. Aside from the joy of discovery, undergraduate research experiences give students a flavor of professional and graduate programs at IUPUI.

Increasing Student Diversity through Research

Expand current Women in Science and minority student engineering programs in order to recruit, retain, and graduate more under-represented women and minority students in the science, technology, engineering and mathematics (STEM) fields. Develop and implement a summer research and training program for pre-nursing, physical education, social work, SPEA, liberal arts, business, art, and other Diversity Scholars Research Program (DSRP) scholars who are not in the STEM fields.

Passport Nina Scholars, TFC@IUPUI Plan, and Twenty-First Century Leaders Scholarship

The Passport Nina Scholars program aims to provide substantial scholarship, academic and life skills support to three students per year who wish to transfer to IUPUI from Ivy Tech Community College and who have participated in the Ivy Tech Nina Scholars program. The program has a 95% persistence rate, 80% six-year graduation rate. The program would increase the number of Nina Scholars at IUPUI from five to eight and match the number of Nina Scholars at the other participating four-year institution, Arizona State University. The three new scholars transferring from Ivy Tech Community College would be designated Passport Nina Scholars.

Life Sciences

Center for Undergraduate Education in the Health and Life Sciences

\$250,000 was allocated to create the Center for Undergraduate Education in the Health and Life Sciences. This Center will leverage and enhance the campus infrastructure and create strategic collaborations to plan and execute undergraduate initiatives in the health and life sciences. The Center, partnering with 17 schools and key administrative units, will be able to recruit the best and brightest students while also placing a critical focus on the retention and graduation of IUPUI students currently enrolled in the health and life sciences.

Life Health Sciences Research and Teaching Internships

\$250,000 was allocated for Life-Health sciences research and teaching internships at IUPUI to provide career development experiences for undergraduate students and improve learning and retention in undergraduate programs. The program will integrate the Campus and University Life Sciences priority with the initiatives to double teaching and learning, research, scholarship, creative activity, and diversity.

Forensic Sciences and Investigative Sciences Program

The development of the baccalaureate degree program in the Forensic and Investigative Sciences (FIS) Program has been supported through CTE funds. Additional funding in 2006-07 provided base salary and start-up funding for the hiring of two additional faculty members. These new faculty members make it possible for the FIS program to offer additional forensic science courses in the major, mentor additional students increase the research activities of the faculty and students in the program and produce graduates with better credentials that make them more marketable in the field of forensic science in Indiana and throughout the United States.

Bioengineering

Funding was provided for the implementation of a BAS degree to complement the existing master's and PhD degrees in Bioengineering at IUPUI. This has been a joint program with the Schools of Engineering & Technology as well as Science.

Civic Engagement

Under this project, additional students engaged in community service in new service learning courses. A variety of civic engagement activities were conducted by the campus. Participation in the American Democracy Project occurred through sponsoring a series of Conversations on Civic Engagement on campus; sponsoring a faculty learning community on civic participation; supporting Communities of Practice in the revision of the Principles of Undergraduate Learning; coordinating election-year activities; and organizing conferences and workshops to support faculty, departments and schools to improve their capacity to prepare students for active citizenship.

Faculty Excellence

Diversification of the Faculty

Funding has been provided to augment the faculty diversity initiative. The funds have been used to support schools in the initial hiring of minority faculty, providing transition funds until the school can assume full responsibility for the base salary.

Enhancing Diversity through Public Scholars

Increase the diversity of Liberal Arts faculty, improve recruitment and retention of a diverse student body, foster development of a more diverse curriculum, build on successes in undergraduate research, and develop IUPUI's civic engagements with African American communities in Indianapolis, and will change the face of diversity at IUPUI. These initiatives will double the number of faculty working in the African American and African Diaspora Students Program (AAADS), creating a critical mass of black studies scholars. The initiative includes hiring three new under-represented faculty members in the following areas: Public Scholar in African American Studies and Undergraduate Research, Public Scholar in African

American History and Museum Studies, and Public Scholar in African American Studies and Civic Engagement.

Building Undergraduate Excellence in Non-Profit Marketing and Development

Recruit a senior faculty member with an international reputation in non-profit marketing and development who will serve as a member of the SPEA and Philanthropic Studies Faculties. Faculty member will enhance faculty excellence in undergraduate teaching, research, and civic engagement and address the doubling goals in teaching and learning, research, and civic engagement through a set of six focused activities. Solidify SPEA position as the 4th ranked school of non-profit management in the nation and to strengthen the Center on Philanthropy's reputation as the foremost research Center in the world in the areas of philanthropy, fund raising and non-profit management.

Undergraduate Faculty Start-up

Provide assistance for new undergraduate faculty through start-up funds.

Building Undergraduate Excellence in Criminal Justice and Public Safety

Recruit a clinical lecturer in public safety with extensive professional contacts that is well-positioned to help students achieve their career aspirations. The new major in the Bachelor of Science in Criminal Justice in January 2006 provides the first of its kind baccalaureate "home" for the fire service and emergency management personnel throughout Central Indiana.

The Urban Center for the Advancement of Science/Mathematics Education

The Urban Center for the Advancement of Science/Mathematics Education (UCASE) will draw from multiple areas of existing programs in teacher education. UCASE will advance institutional excellence in undergraduate teaching and learning, research and scholarship, and support services for undergraduate students to promote persistence and achievement. UCASE will have four main goals: (1) faculty will develop a program of studies and curricula for Science and Mathematics pre-service teacher preparation with an emphasis on secondary programs in collaboration with School of Education and School of Science faculty; (2) recruit to IUPUI high performing students who are interested in pursuing a degree in teaching secondary mathematics and science with particular attention to increasing the numbers of students from under-represented groups, low income, and first generation college students; (3) K-12 teacher professional development with an emphasis on improving teaching and learning of mathematics and science; (4) faculty will engage in scholarship advancing mathematics and science education.

Public Scholars in Art

This project will cover the salary and benefits of one Public Scholar faculty hire in the Herron School of Art and Design. It will enlarge the undergraduate learning experience and facilitate new civic engagement opportunities for students.

Faculty Hires in School of Science

The hiring of two junior faculty members will play an important role in a number of undergraduate activities in STEM (Science, Technology, Engineering and Mathematics) disciplines. This will enhance the undergraduate learning experience and provide additional

undergraduate research opportunities, since the hires are planned to be in experimental fields like chemistry, biology and physics. By strengthening both teaching and research in the basic sciences, these faculty members will be perfectly aligned with IUPUI's position as Indiana's health sciences campus.

IUE 2003-08 Commitment to Excellence Allocations

<i>New Program Initiatives</i>	\$ 185,588
• Biotechnology	\$121,947
• M.S. in Education	\$ 63,641
Part-time Faculty Replacement	\$ 301,706
Student-to-Student Tutoring	\$ 46,000
Math Lab Coordinator	\$ 40,808
Lawrenceburg Program: Student Support	\$ 34,095
Distributed Education	\$ 36,167
Honors Program	\$ 3,000
Tutorial Services	\$ 9,500
One-Time Initiatives	\$ 51,816

New Program Initiatives

Biotechnology

Create a faculty position in Physics to implement the Biotechnology program at IU East.

M.S. in Education

Expand programming in Education including Alternative Route to Certification. Provide a career path for undergraduate students through master's degree program. Increase access of undergraduate teacher education students to full-time faculty and K-12 teachers.

Part-time Faculty Replacement

The conversions of adjunct faculty to full-time faculty have occurred in the disciplines of: Humanities and Fine Arts (3 FTE); Nursing (1 FTE); Chemistry/Biology (1 FTE); and Fine Arts/Art Curator (1 FTE).

Student-to-Student Tutoring

Provide support for tutoring to increase student retention and student GPA. The program provides improvement in study skills as well as enhances campus diversity.

Math Lab Coordinator

This program supports the transition of math remedial courses to Ivy Tech while directing upper level math courses to IUE to increase student success in math courses by enhancing skills in quantitative reasoning. The position coordinates the needs of math faculty with Math Lab services.

Lawrenceburg Programs: Student Support

Provide access to bachelor's degree completion programs for Indiana 2+2 students from greater Lawrenceburg region. Students have access to full-time faculty and program support.

Distributed Education

Create Instructional Technologist position to assist with the development and implementation of distributed education courses. This position will provide technical support for faculty and students developing, teaching, or taking on-line courses. This will increase student access to academic programs throughout the region and enhance the use of technology in all courses.

Honors Program

Support the new IU East Honors Program by providing funding for student travel, guest speakers and special educational events.

Tutorial Services

Provide essential support for students in reading, math and writing courses, supplemental instruction, and first-semester learning communities. Provide life-cycle funds for equipment.

One-Time Initiatives

One-time initiatives include: continue to develop and implement distance education programs; complete a major retention initiative with first-year learning communities; conduct a major student learning assessment initiative and support student events associated with the American Democracy Project and civic engagement.

IUK 2003-08 Commitment to Excellence Allocations

Part-time Faculty Replacement	\$198,478
Radiography Program	\$162,507
Augment retention initiatives	\$ 59,277
Foster Applied Learning Activities	\$ 76,728
Center for Teaching, Learning, and Assessment	\$156,574
Regional Center for Economic Development	\$ 9,500
Library Acquisitions	\$ 20,000
Informatics Program	\$ 92,483
Software Programming	\$ 60,174

Part-time Faculty Replacement

Support the conversion of adjunct positions to full-time lecturers to enhance faculty engagement and improve retention. Positions were created in Humanities, Mathematics and Fine Arts.

Radiography Program

Support the Radiography program development. This has been a critical first step in providing qualified and certified radiographic technologists in the Kokomo service region. With these investments, the Kokomo campus has begun to establish itself as an anchor for health care education in the service region.

Augment retention initiatives

From the beginning, IU Kokomo has used CTE funds to augment recruitment and retention activities. In 2006-07 the campus consolidated the allocation of CTE retention funds to fewer activities while matching the CTE resources with general fund dollars. This allowed the campus to inaugurate a revised New Student Orientation program and a new approach to teaching introductory mathematics courses by creating a Mathematics Laboratory that will centralize tutoring in mathematics while also integrating web-based resources into the introductory classes.

Center for Teaching, Learning, and Assessment

Provide funding to expand the Center for Teaching and Learning to include assessment objectives. This allowed the campus to involve all undergraduate programs, Student Services, information technology and advising to prepare the campus to meet higher standards in future accreditation visits and to sustain a culture of assessment to achieve higher levels of undergraduate learning.

Library Acquisitions

Provide support to enhance library acquisitions for the campus.

Informatics Program

Support a new position in Informatics, allowing the campus to introduce that degree program to serve its geographical region.

IUN 2003-08 Commitment to Excellence Allocations

Part-time Faculty Replacement	\$ 495,350
<i>Retention Programs</i>	<i>\$ 279,294</i>
• Career Placement Services	\$ 116,732
• Retention Programs	\$ 28,000
• Software for Education Students: Praxis Exams	\$ 10,000
• Office of Diversity and Equity	\$ 124,562
<i>Assessment Activities and Academic Enhancement</i>	<i>\$ 552,712</i>
• Assessment Center: Bus, SPEA, Cont. Ed, COAS	\$ 199,023
• Center for Excellence in Teaching and Learning	\$ 94,634
• Urban Teacher Ed. Program assistant (from .5 FTE to 1 FTE)	\$ 13,697
• Multimedia Learning Laboratory	\$ 1,000
• Institutional Researcher	\$ 67,125
• Service Learning	\$ 84,236
• Faculty/Student Community Projects	\$ 45,013
• Upgrade in Theater Technical Director	\$ 12,443
• General Education Initiatives	\$ 30,000
• CIS Networking Lab	\$ 5,541
<i>One-Time Initiatives</i>	<i>\$ 69,371</i>
• Service Learning project in CETL	\$ 9,371
• CIS Networking Lab	\$ 42,000
• Multimedia Learning Lab enhancements	\$ 18,000
Unallocated – New College of Health and Human Services	\$ 156,998

Part-time Faculty Replacement

Additional funding for tenure-track positions was added to convert adjunct faculty to full-time positions. Tenure-track positions were added in Biology, English, History, and Mathematics. Lecturers were added in English, Sociology, and SPEA.

Retention Programs

Several initiatives have been undertaken at IUN to address student retention. These initiatives include additional support for coordination with all academic units to provide a program that focuses on undecided majors and career counseling. Software to assist Education students with Praxis exams have been supported as well. The Office of Diversity and Equity has developed diversity programs and training for the campus and the students.

Assessment Activities and Academic Enhancement

Funds have been allocated to support the assessment activities at IUN through the Assessment Center as well as Assessment Coordinators in COAS, Education, and Nursing. This initiative has provided assistance for gathering and interpreting data for student learning outcomes. This also provides for partial funding for an associate dean in COAS with responsibility for Learning Outcomes Assessment as well as supporting the General Education initiatives at IUN.

Increase the UTEP program assistant from half-time to full-time to support the program and the newly hired director.

The recruitment of an institutional researcher has been instrumental in expanding the gathering and analyzing of data for use by faculty in assessment.

The Center for Excellence in Teaching and Learning has worked to expand service-learning pedagogy at IUN by offering professional development grants, workshops and brownbag sessions. The Center has also assisted with the development of a consortium in Northwest Indiana to promote regional collaboration on service learning programs.

The Center for Cultural Discovery and Learning provided funds for open-competition awards for faculty and student research and creativity projects. The projects included students as research assistants or as part of service-learning or other experiential learning or creative projects to enhance undergraduate student learning.

Provide grant funding to faculty in support of new course development for IUN General Education initiatives.

One-Time Initiatives

Service Learning project in CETL

CETL has partnered with a professor to provide students the students a service-learning opportunity in conjunction with a communication class. This project will provide experience in the field for students as well as provide a service to the campus through helping faculty become more reflective of their teaching practices.

CIS Networking Lab

Provide equipment for CIS/Informatics networking lab to provide students with hands-on experience in computer technology.

Multimedia Learning Laboratory

Complete the technical and design elements of the foreign languages and cultures lab at IUN. The activities have been consistent with the plan to have a lab that can also be a foreign language computer classroom and a tutoring/club/meeting/presentation/video area, all of which ensures maximum use of the space. The lab is a key element in IUN's emphasis on cultural exploration and diversity.

Unallocated

Funds will be distributed to support the new College of Health and Human Services.

IUSB 2003-08 Commitment to Excellence Allocations

Part-time Faculty Replacement	\$1,291,397
Retention	\$ 359,276
Library Access to Electronic Databases	\$ 50,000
Under-represented Students and Diversity	\$ 130,587
Enhancing Retention and Academic Planning	\$ 161,664
Promoting Diversity through International Student Recruitment	\$ 18,000
Enhance Instruction through Technology	\$ 70,389
Enrollment Shortfall	\$ 38,587

Part-time Faculty Replacement

Provide funding for new faculty positions – Arts, Education, Dental Education, Business, Biology, Library, Physics, History, Mathematics, Sociology and Anthropology, English and Computer and Informational Science.

Retention

Commitment to Excellence funding has allowed IUSB to support retention efforts to increase involvement in campus life and expand supplemental instruction and tutoring programs. The Academic and Learning Services Center was able to double the operating hours and expand the tutor hours per week and expand the Supplemental Instruction program.

A Graduate Program Recruitment professional position was created to provide increased on- and off-campus awareness of graduate programs; centralized, consistent, and streamlined admission, retention, and recruitment processes; an on-line application system; a centralized graduate tracking data base; a program of sustained communications; and a centralized and coordinated document collection and filing system.

Library Access to Electronic Databases

Resources beyond those provided by state appropriation are needed to improve electronic library materials in keeping with standards established by the Association of College and Research Libraries. CTE funds have been used for electronic library materials. A larger and improved electronic library allows students working at home beyond the library hours to access information.

Under-represented Students and Diversity

Through Making Academic Connection for Under-represented Students, IUSB has developed a great collaboration between the Civil Rights Heritage Center and Student Affairs to enhance minority student access and success.

Enhancing Retention and Academic Planning

Provide institutional research staff with responsibility for data collection and dissemination related to student enrollment, student success, student retention, etc. to allow the campus to make informed decisions about academic programs and services. This allows IUSB to positively impact the student/learning environment.

Promoting Diversity through International Student Recruitment

Promote campus diversity through increased international student recruitment efforts.

Enhance Instruction through Technology

Provide support for faculty to utilize technology in the delivery of instruction.

IUSE 2003-08 Commitment to Excellence Allocations

Part-time Faculty Replacement	\$ 453,912
<i>Academic Enhancement</i>	\$1,329,001
• Academic Program Support	\$602,529
• Faculty Positions	\$500,740
• Engagement in Intellectual and Cultural Life	\$116,084
• BS in Informatics	\$109,648
Student Success (Retention)	\$ 133,055
Enrollment Shortfall Reserve	\$ 70,518

Part-time Faculty Replacement

IU Southeast will provide salary increases averaging 3% for continuing faculty whose positions are funded by CTE. All CTE-funded lecturer positions are currently filled.

Student Success (Retention)

IU Southeast will continue support for key initiatives related to improving student persistence and success. These include supplemental instruction, courses to link academic programs to career options, learning communities connected to our first-year seminars, and faculty development related to teaching and learning. Each of these areas has proven successful during the past year or more. We will allocated additional funding to increase the number of career courses that are offered and will provide increases to the other areas for maintenance costs.

Academic Enhancement

Academic Program Support

We will continue support for several program and projects: the BFA program, development of library collections that support the undergraduate teaching mission, the Chancellor’s Scholars program (scholarships), a competitive academic excellence fund, and enhanced international programs. In addition, we will allocate funds to complete the implementation of an honors program. Planning for this program, which has been supported by CTE funds for the past four years, has been completed; a director has been hired and the first group of students will enter the program in Fall 2007. We will also increase funding for intellectual and cultural programming. Part of this increased programming will be aimed at promoting diversity on the campus and the rest will support intellectual and cultural activities related to the Common Experience program for 2007-08. The Common Experience, which was successfully piloted during 2006-07, entails selection of a common theme for the academic year and organization of a set of activities around that theme. The theme for 2006-07 was “Citizens Making a Difference in America”; the theme for 2007-08 will be “Identify in a Multicultural

World: Who Am I?" A variety of speakers, symposia, and other programs have been planned around this theme.

There are three new initiatives under Academic Program Support for 2007-08. The first project will enhance the quality of academic advising on campus. A key component is to deploy academic advisors who will work to enhance the transition of students from the Academic Success Center (our equivalent of University Division) to the academic units. The second project is to develop a Human Resources Concentration within the BS in Business. There is strong community demand for this area of study and no other institution in the region is offering it. The third project is to develop an Oral History program within our History department. This project builds on previous successful faculty efforts to engage students in local and regional history and is consistent with the campus emphasis on applied learning.

Faculty Positions

We will provide salary increases averaging 3% for continuing faculty whose positions are funded by CTE. All CTE-funded tenure track positions will be filled during the coming year.

Engagement in Intellectual and Cultural Life

We will provide maintenance funding for the New Music Project, the Design Center and the New Neighbors project, as well as for artistic and cultural programs for the campus community and the region we serve.

BS in Informatics

IUSE began offering classes for the BS in Informatics in the fall semester, 2006. There was also a search for the first full-time Informatics faculty member. The search has been successfully completed and the faculty member will be on board for the fall, 2007. There are only modest increased costs for 2007-08, related to the compensation for the new faculty member.

Enrollment Shortfall Reserve

A small amount of CTE funds have been left unallocated to absorb any loss in CTE funds because of an enrollment shortfall.