



Taking Bold Steps.



Indiana University Kokomo

2015 - 2020

Strategic Plan



KOKOMO

What matters. Where it matters.



INDIANA UNIVERSITY
KOKOMO

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Introduction

Faculty, staff, and students at Indiana University Kokomo revisited the campus 2011-2015 strategic plan in response to a call for a university-wide strategic plan aimed at 2020, the bicentennial of Indiana University. In 2013 and 2014, campus constituencies provided input during large and small group discussion planning retreats. The 2015-2020 plan contains five strategic priorities, objectives, and action plans to meet our goals. The focus is to take bold steps to move IU Kokomo in the direction of a comprehensive campus that continues to meet the needs of the region and provide students with an engaging higher education experience. In addition, the plan is designed to collaborate with the other IU regional campuses on the Blueprint for Student Attainment.

As the plan was being developed, it was important to maintain the momentum of growth and innovation grounded in student success – values we embrace. It captures the entrepreneurial spirit of the campus while providing focus and purpose. Since 1945, IU Kokomo was built on these principles. Virgil Hunt was the first executive secretary of the IU center in Kokomo, housed in the Seiberling Mansion. During his tenure, the campus grew from 117 students to 700. Victor Bogle continued taking bold steps as the campus moved to its new location on Washington Street and saw the term “regional campus” come into play in the early ‘60s. Student enrollment had grown to about 1200, and the first four-year degree was offered – a Bachelor of Science in Education. And, in 1970, IU Kokomo had its first graduating class.

Now, nearly 70 years later, IU Kokomo is at a special place in its history. With five years of continuous growth and the addition of 15 degree programs, the campus has seen a shift to a new student demographic and a focus on its baccalaureate mission. Other positive changes include the addition of the gymnasium and the wellness and fitness center, NAIA athletics, as well as private student housing.

We are poised to write the next chapter of our development. But to do that, we must take bold steps. We have the opportunity to change the face of the 14-county region we serve by increasing the number of students who attend and complete college.



Susan Sciame-Giesecke, Ph.D.
Chancellor
Indiana University Kokomo

Mission Statement

The mission of Indiana University Kokomo, a regional campus of Indiana University, is to enhance the educational and professional attainment of the residents of north central Indiana by providing a wide range of bachelor's degrees, and a limited number of master's and associate degrees. IU Kokomo is further dedicated to enhancing research, creative work, and other scholarly activity, promoting diversity, and strengthening the economic and cultural vitality of the region and the state through a variety of partnerships and programs.



Strategic Priorities

at a glance

1

Preparing students for a 21st century global economy by delivering innovative and relevant academic programs

2

Increasing college enrollment and degree attainment in north central Indiana

3

Promoting the culture of discovery and creativity among students, faculty, staff and community members

4

Being a valued regional partner by enhancing relationships with community members and alumni

5

Supporting the professional growth of faculty and staff

Preparing students for a 21st century global economy by delivering innovative and relevant academic programs

Indiana University Kokomo will continue to enhance academic excellence by pursuing new programs, updating current programs and engaging students in high impact practices to assure relevant programs, well qualified students and an effective response to regional needs.

Action items

- 1) IU Kokomo will enhance academic offerings and deepen learning by:
 - a) Identifying new degree programs (face-to-face and online) that meet the needs of the region
 - b) Increasing online courses and other flexible delivery systems
 - c) Collaborating with the other IU regional campuses to provide access to additional courses and programs not offered on the Kokomo campus
 - d) Assessing each major and/or unit to identify changes needed to deliver relevant 21st century programs
 - e) Increasing the number of students involved in high impact practices to deepen learning
 - f) Promoting a dynamic, engaging, relevant and applied learning environment in each course
 - g) Promoting academic success by strengthening connections between coursework and career readiness
- 2) IU Kokomo will provide inviting and engaging 21st century learning spaces supported by new technologies and state-of-the-art facilities by:
 - a) Expanding the number of collaborative classrooms and applied learning facilities (e.g., campus green house, crime lab, enhanced psychology lab)
 - b) Creating a new math commons
 - c) Enhancing the library learning commons to provide space that will support student study groups and other collaborative opportunities
- 3) IU Kokomo will engage all students in diverse experiences, both on-campus and abroad, to prepare graduates to live and work in a diverse, global society
- 4) IU Kokomo will increase the diversity of the student body, faculty and staff to enhance academic excellence in the classroom

1



Metrics:

- Successful program review and reaffirmation of accreditation
- Number of students who travel abroad
- Number of students who complete high impact practices
- Growth of new and current programs
- Growth in enrollment of minority faculty, staff and students
- Number of students introduced to global issues through activities on- and off-campus

Increasing college enrollment and degree attainment in north central Indiana

Indiana University Kokomo will continue to enhance its commitment to student success by increasing retention and degree attainment.

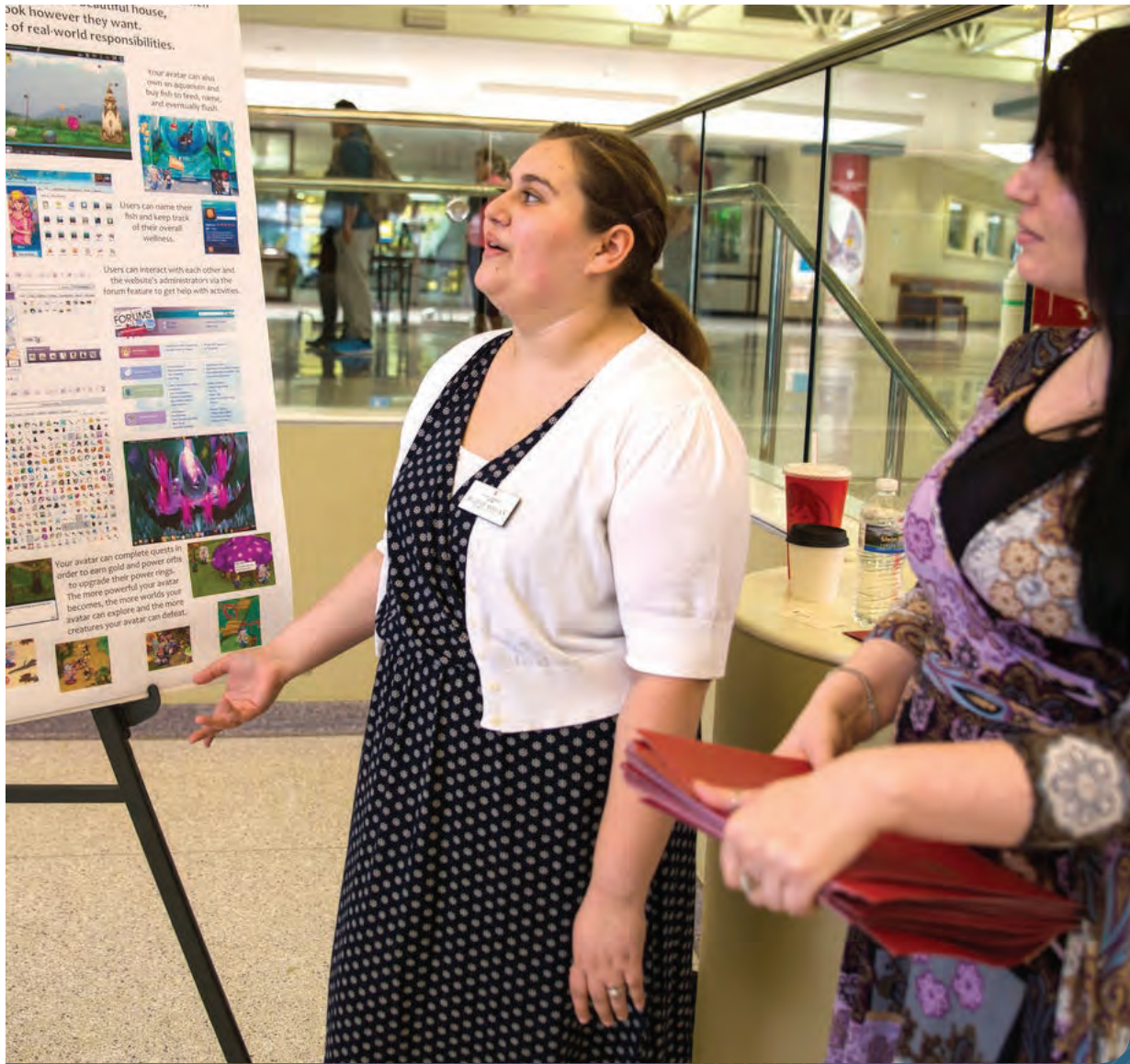
Action items

- 1) IU Kokomo will become a campus of choice for more students by:
 - a) Defining and promoting the distinctiveness of the IU Kokomo learning experience
 - b) Increasing enrollment of academic honor students, transfer students and adult returning students
 - c) Increasing the average SAT score of entering students
 - d) Emphasizing the opportunities for student engagement in service, leadership and learning outside the classroom

- 2) IU Kokomo will promote the distinctiveness of the IU experience on the Kokomo campus by:
 - a) Identifying areas of distinction and integrating them into each major and course
 - b) Investigating, developing and funding new centers that expand academic and regional opportunities (sustainability, creativity, health and wellness, problem solving, civic engagement)
 - c) Preparing students for lifelong careers

- 3) IU Kokomo will promote student success through increased retention and timely degree attainment by:
 - a) Providing an accessible and affordable education for all students
 - b) Adopting and supporting practices and programs that encourage students to complete degrees on time or as promptly as their circumstances allow and with less debt
 - c) Adopting and supporting programs and services that help first time freshman students persist from first year to second year
 - d) Supporting programs that help lower D, W, F rates in required general education courses
 - e) Expanding and enhancing extracurricular programs (i.e., athletics, student organizations, intramurals)
 - f) Strengthening career services programs and increasing internship and practicum opportunities
 - g) Authoring IU Kokomo grants and partnering with other regional campuses on grants that would enhance degree completion and student success
 - h) Increasing the number of students using the Student Success Center
 - i) Examining factors that affect retention and persistence (e.g., invest in institutional research)

- 4) IU Kokomo will intentionally grow its international student population by:
 - a) Recruiting international students at fairs and by establishing relationships with international partners
 - b) Establishing a third-party ESL program on our campus
 - c) Strengthening our outreach and support of enrolled international students



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Metrics:

- Retention and completion rates, numbers of degrees earned
- Employment rate of graduates
- Student debt
- Increase in career preparedness activities
- Evaluate enrollment and admission qualifications
- Evaluate participation in extracurricular programs
- Enrollment data

Promoting the culture of discovery and creativity among students, faculty, staff and community members

Indiana University Kokomo faculty pride themselves on excellent teaching informed by research and/or creative activity in each field of study. It is important that the foundation of academic excellence be grounded in a culture of discovery and creativity.

Action items

- 1) IU Kokomo will establish activities and programs that engage students and faculty in research and creative activity to enhance our research culture by:
 - a) Increasing the number of students who participate in undergraduate research conferences
 - b) Increasing the number of internal and external grant applications
 - c) Developing an applied research center that sponsors faculty, student and community research
 - d) Establishing and funding additional research awards at various levels throughout campus
 - e) Developing a website that reports faculty and student research and tracks research interests
 - f) Creating an artistic environment throughout campus to educate and engage campus and community through acquisition of contemporary art in all media and dimensions
 - g) Student art in student lounge areas and hallways
 - h) Sharing IU research resources more widely

- 2) IU Kokomo will maintain a culture focused on student learning outcomes, assessment and continuous improvement by:
 - a) Supporting annual assessment plans and reports for each major and for general education
 - b) Enhancing the use of WEAVE and all other assessment tools and procedures to support learning



3

Metrics:

- Major program curriculum changes informed by assessment data
- Growth of students' undergraduate conference participation
- Growth of grant applications
- Growth of artwork on campus

Being a valued regional partner by enhancing relationships with community members and alumni

Indiana University Kokomo is a regional campus committed to enhancing the economic development, quality of life and degree attainment its service region.

Action items

- 1) IU Kokomo will provide support for economic development strategies throughout the region by:
 - a) Creating an economic development advisory board made up of IUK faculty and regional business leaders to connect the university and the region
 - b) Establishing university and regional collaboratives that will advance the economy of the region, talent development and quality of place
 - c) Cultivating community advisory committees throughout the service region

- 2) IU Kokomo will establish partnerships to advance P-12 initiatives by:
 - a) Adding school partnership programs to increase the number of college bound students
 - b) Increasing the number of P-12 students who visit campus each year

- 3) IU Kokomo will seek philanthropic support to enhance student scholarship and campus priorities by:
 - a) Meeting the advancement bicentennial campaign goal of 6 million dollars to increase student academic, athletic, and international travel scholarships and support other campus priorities
 - b) Increasing involvement of IU Kokomo alumni through new contacts and activities
 - c) Partnering with financial advisors to advocate for IU Kokomo planned giving investments
 - d) Creating a culture of philanthropy on campus including both current and retired faculty and staff
 - e) Using volunteers to open doors for development staff and to partner with them
 - f) Creating school/program advisory committees





Metrics:

- Count number of students attending
- Count and assess partnership programs
- Bicentennial campaign goal
- Increased alumni participation
- Community partnerships
- Annual fundraising

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Supporting the professional growth of faculty and staff

The strength of the campus is grounded in the dedication and talents of the faculty and staff. Providing opportunities for professional growth is essential to their success.

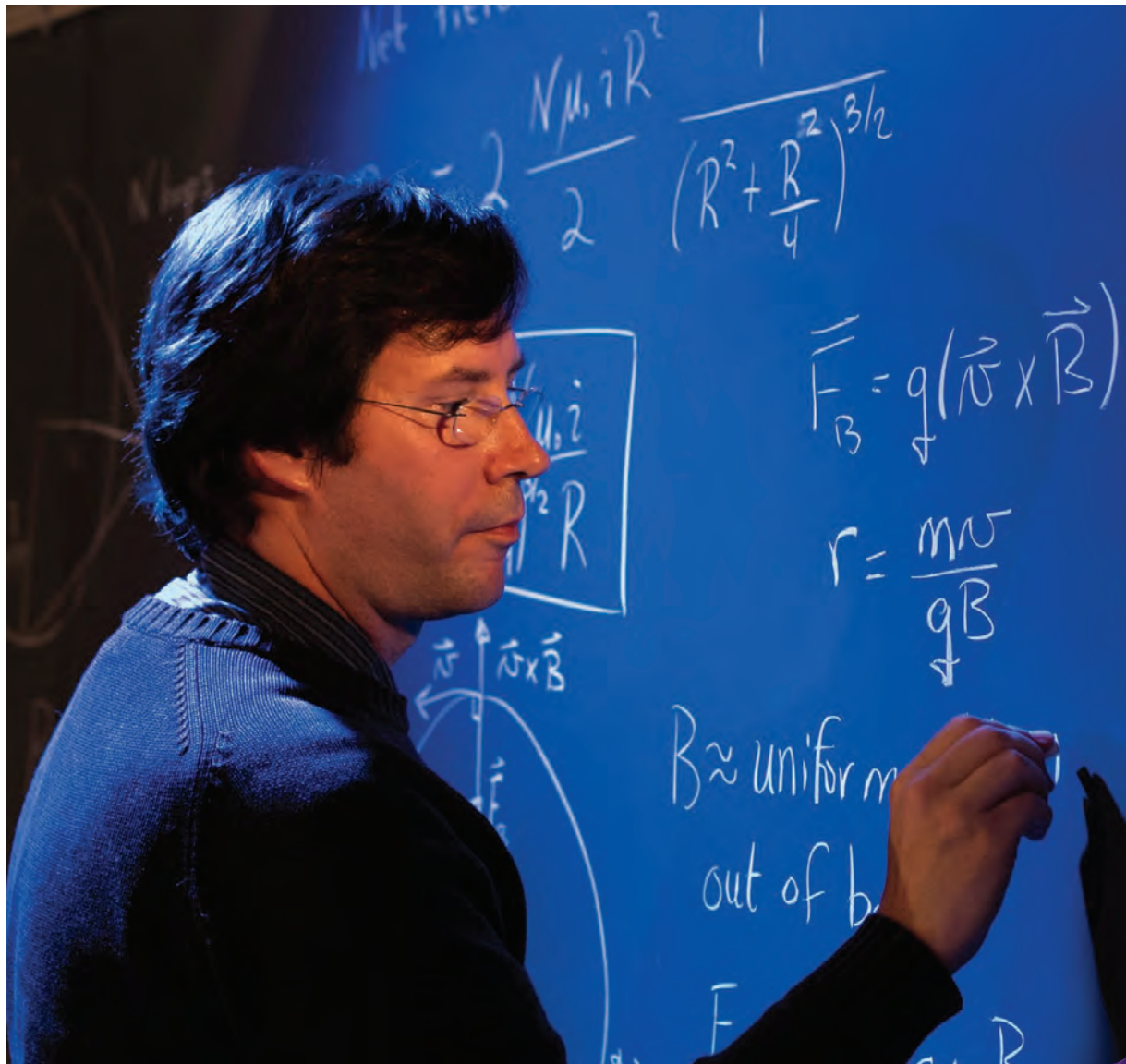
Action items

- 1) IU Kokomo will increase faculty and staff professional development participation by:
 - a) Improving peer mentoring systems faculty and staff can go to for formative support for improvement or increasing community-centered faculty learning experiences
 - b) Developing a mentoring program for new faculty members
 - c) Recognizing faculty and staff through nominations of state, regional and national awards

- 2) IU Kokomo will provide faculty the training, resources and recognition that enable them to enhance current and introduce new teaching strategies, technologies and assessment by:
 - a) Developing best practices for quality assurance of online learning
 - b) Expanding faculty and course evaluation for adjunct faculty beyond student ratings, especially for online teaching
 - c) Increasing the number of Badges earned for IU Learning Technologies for resident and adjunct faculty
 - d) Providing workshops for good practice in peer review
 - e) Providing support for distributed education environments that enable IUK faculty to effectively and efficiently conduct classes using distance technologies, integrating instructional resources, flexibility and a variety of pedagogical approaches
 - f) Identifying “safe harbor” timeframes applied to a Faculty Annual Report where faculty can implement a new instructional strategy and/or technology in a course, to improve learning, without a perception of risk for first-time student ratings of the redesigned course
 - g) Supporting intercampus faculty exchanges that would enhance research and teaching partnerships
 - h) Supporting excellence in teaching programs (i.e., summer colloquiums, last lecture series)
 - i) Enhancing technology training for faculty and staff

- 3) IU Kokomo will enhance leadership opportunities for faculty and staff by:
 - a) Providing leadership training and development opportunities for interested faculty and staff
 - b) Developing a Chancellor’s Professorship Program

- 4) IU Kokomo will promote the health and wellness of all faculty, staff and students by:
 - a) Encouraging/supporting staff education/development opportunities
 - b) Increasing participation in health and wellness programs and the fitness center, including fitness classes
 - c) Developing a student health and wellness center that addresses the development of the whole student (e.g., counseling center, resource center)



Metrics:

- Professional development participation
- Faculty and staff satisfaction with internal development sessions
- Faculty and staff awards and recognitions
- Participation in internal and external development opportunities
- Measurable improvement on the IUK Fairbanks School of Public Health Employee Survey



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FULFILLING *the* PROMISE

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