

Indiana State University
There's More to Blue Strategic Plan, Updated 2018

GOAL 1: STUDENT SUCCESS AND DEGREE COMPLETION

Promote an environment that supports all facets of student success including accessibility to higher education, persistence support, and proactive well-being practices

Strategy 1: Enroll, retain, and graduate students while prioritizing timely degree completion

Potential areas to feature on webpage:

- Evidence: 15 to Finish program
- Evidence: Graduation rate improvement in recent years (e.g., at-risk students compared to the student body at-large)
- Evidence: Strategic Enrollment Management Plan that integrates recruitment, marketing, academics, and degree completion efforts.
- Evidence: Graduate student success, degree completion

Strategy 2: Create an atmosphere that supports a robust student life experience

Potential areas to feature on webpage:

- Evidence: Mental health initiatives
- Evidence: Program addressing food insecurity
- Evidence: Program addressing housing insecurity
- Evidence: Program addressing student financial needs and improving financial literacy
- Evidence: Social development programming (Residential Life, Greek Life, Honors community, veteran services, intramural sports/Student Recreation Center, African American Cultural Center's Mentoring Assistance for Prospective Scholars (MAPS) and ISUcced program, Project Success, etc.)
- Evidence: Experiential learning opportunities
- Evidence: Athletics that promote pride and spirit in ISU
- Evidence: Community engagement initiatives

Strategy 3: Improve access to higher education by offering a full complement of online courses and academic support tools for traditional and non-traditional students

Potential areas to feature on webpage:

- Evidence: Online enrollment, number of online courses/degrees offered
- Evidence: Open educational resources (OER)

Strategy 4: Sustain enrollment growth by developing strategies that effectively recruit first-year, transfer, graduate, international, and non-traditional students

Potential areas to feature on webpage:

- Evidence: Enrollment growth
- Evidence: Recruitment strategy for transfer, graduate, international, and/or non-traditional students
- Evidence: Partnership(s) with Ivy Tech

Strategy 5: Maintain a diverse student body that is representative of the global market

Potential areas to feature on webpage:

- Evidence: Charles E. Brown African American Cultural Center
- Evidence: La Casita Student Resource Center
- Evidence: Women's Resource Center
- Evidence: LGBTQ Student Resource Center
- Evidence: Student Affairs programs

Strategy 6: Maintain and advance our commitment to student affordability

Potential areas to feature on webpage:

- Evidence: University scholarships for students needing assistance beyond federal, state, and personal contributions; aiding in degree completion
- Evidence: Enhancements to student financial aid packages (e.g., optimizing affordability, improving transparency and clarity)
- Evidence: 15 to Finish and/or other degree completion efforts
- Evidence: OER courses offered, OER student savings

Key Performance Indicators:

1. Total student headcount
2. Total FY degree production
3. Degrees awarded to at-risk students
4. First-year retention rate
5. Six-year graduation rate
6. Gap between six-year graduation rates for Pell Grant and Non-Pell Grant students
7. Distance degrees awarded
8. OER courses offered
9. Student OER savings
10. Increase in tuition and mandatory fees
11. Need-based institutional aid awarded

GOAL 2: HIGH IMPACT ACADEMIC PROGRAMS BUILT UPON A FOUNDATION OF EXPERIENTIAL LEARNING AND CAREER READINESS

Offer excellent, relevant academic programs and engage students in applying knowledge and skills learned in curricular and co-curricular experiences in life and work

Strategy 1: Sustain a dynamic culture of high-quality, high-value academic programs, pedagogy, and timely assessment

Potential areas to feature on webpage:

- Evidence: Meeting the needs of students, employers, and the state of Indiana (e.g., Foundational Studies, Honors College, SURE program)
- Evidence: FCTE and other professional development for faculty
- Evidence: Program review and accreditation
- Evidence: Student outcomes assessment
- Evidence: Corporate partnerships

Strategy 2: Incorporate career readiness and other high impact practices into the curriculum, including a signature work

Potential areas to feature on webpage:

- Evidence: Percentage of undergraduate majors that include career-ready competencies, ensuring Sycamores gain valuable hands-on experience as they progress through their degree program
- Evidence: Integration of high impact practices into Foundational Studies
- Evidence: Student's signature work
- Evidence: SURE program or an alum that completed undergraduate research and is now working in his/her desired field
- Evidence: Student's short-term study abroad experience
- Evidence: Graduate level clinical experiences
- Evidence: Student media, including ESPN III and Syc Video

Strategy 3: Incorporate inclusive excellence within the curricular and co-curricular experiences

Potential areas to feature on webpage:

- Evidence: Inclusive career readiness programming created collaboratively by Alumni Engagement, the Career Center, and Student Affairs
- Evidence: Campus program with global focus
- Evidence: Faculty Center for Teaching Excellence expansion
- Evidence: Curricular (re)development embedding high-impact practices

Strategy 4: Expand and strengthen collaboration between alumni, employers, academic programs, and the Career Center to provide productive, continuously growing networks and career opportunities for students

Potential areas to feature on webpage:

- Evidence: Alumni supervising ISU student interns
- Evidence: Arts and Sciences mentoring program
- Evidence: Alumni networking nights

- Evidence: Career readiness initiative in Student Employment
- Evidence: Networks student conference
- Evidence: Athletics Leadership Academy
- Evidence: FedEx partnership and other corporate partnerships

Key Performance Indicators:

1. Graduates reporting graduate school admission, full-time military service, or full-time employment within six months of graduation
2. Internships and other high impact experiences
3. Accredited programs
4. “Closing the assessment loop”
5. Faculty professional development

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GOAL 3: COMMUNITY ENGAGEMENT AND EFFECTIVE PARTNERSHIPS

Instill in our students, as modeled by our faculty, staff, and alumni a lifelong commitment to civic and community engagement as evidence of our dedication to the State of Indiana and beyond

Strategy 1: Develop and sustain impactful campus-community partnerships built on trust and reciprocity

Potential areas to feature on webpage:

- Evidence: Ryves Neighborhood partnership (Community Action Plan Initiatives include: education, clean-up, wellness, Habitat for Humanity/housing, public art)
- Evidence: Vigo County School Corporation partnership (Deming Elementary School, Franklin Elementary School, Sarah Scott Middle School Academic Achievement Initiatives include: teacher induction, donation of supplies and laptops, art education, teacher wellness, math intervention, research)

Strategy 2: Inspire lifelong civic and political engagement

Potential areas to feature on webpage:

- Evidence: Sycamore Service Corps (ISU's AmeriCorps program, 2005-2017)
- Evidence: Sycamore Community Work, 2017-present
- Evidence: Service-Learning Scholars Program
- Evidence: Donaghy Day
- Evidence: Percentage of ISU employees who serve the community through volunteer hours; number of university-sponsored community service hours utilized each year by ISU personnel
- Evidence: Dance Marathon
- Evidence: Academic competitions (e.g., robotics competition)
- Evidence: Alternative spring break
- Evidence: American Democracy Project (voter registration, speaker series, campus voting site)
- Evidence: Speaker series and other special lectures/presentations

Strategy 3: Integrate community engagement as a distinctive feature of ISU teaching and learning, scholarship, and service

Potential areas to feature on webpage:

- Evidence: Community School of the Arts
- Evidence: Art exhibits
- Evidence: Sustainability Office Climate Action Plan
- Evidence: ISU Business Engagement Center and Small Business Administration collaboration providing microloans to support entrepreneurship
- Evidence: ISU's annual economic impact on western Indiana
- Evidence: Annual Groundhog Day Economic Forecast
- Evidence: Osher Lifelong Learning Institute (OLLI)
- Evidence: Service component in faculty-led experience abroad

- Evidence: Alumni involvement in their local communities
- Evidence: NSSE data
- Evidence: Faculty and student service provided through Early Childhood Center, Grossjean Clinic, Wabash Valley Health Center and other clinical settings
- Evidence: Students ultimately choosing to work in high-need schools or non-profit organizations
- Evidence: Testimonials from community partners on impact of our community engagement
- Evidence: Community-based service-learning projects completed in conjunction with courses. Provide examples from every college.

Strategy 4: Increase, support, and recognize the community service of all members of the ISU family – students, faculty, staff, and alumni

Potential areas to feature on webpage:

- Evidence: Community engagement awards – Faculty Award for Community-Based Learning and Scholarship, President’s Award for Civic Leadership (student award), Volunteer Hero Award, alumni community service awards
- Evidence: Center for Community Engagement service-learning grants to faculty
- Evidence: Community-service leave as ISU benefit for staff
- Evidence: Number of ISU employees who serve on the boards of community organizations in Terre Haute, the region, and the state
- Evidence: Student testimonials on the value of community engagement
- Evidence: Community service or humanitarian work done by alumni

Key Performance Indicators:

1. Campus-community projects completed with documented outcomes
2. Total hours of community service completed through curricular and co-curricular experiences
3. Students voting in federal elections
4. Faculty participation in engaged teaching, service, and scholarship
5. Business and community organizations served by the Business Engagement Center
6. Qualitative measures of the impact of community engagement on the community and the University.

GOAL 4: UNIVERSITY VITALITY AND MOMENTUM

Expand university capacity to ensure long-term sustainability and success

Strategy 1: Increase private giving in support of Indiana State University

Potential areas to feature on webpage:

- Evidence: Donor that initiated an endowed scholarship
- Evidence: Faculty member's research and/or creative work and its impact on ISU
- Evidence: Funds raised in support of academic and co-curricular programs in 2018
- Evidence: New science lab and/or equipment
- Evidence: Elevate Campaign (Sports Performance Center, Nutrition Station, Fuel Strategy, Memorial Stadium lights, playing surface, practice field)
- Evidence: First annual Giving Day
- Evidence: New corporate and foundation partners program (in process)

Strategy 2: Increase external grants and contracts awarded to Indiana State University by state, federal, and private entities

Potential areas to feature on webpage:

- Evidence: Indiana Principal Leadership Institute
- Evidence: Networks
- Evidence: Bat Center research

Strategy 3: Increase alumni engagement to energize an active, diverse, and multi-generational network of alumni and friends

Potential areas to feature on webpage:

- Evidence: Student philanthropy strategy
- Evidence: New ISU Foundation recognition society that seeks to engage young alumni and friends (in process)

Strategy 4: Pursue excellence in scholarly endeavors while maintaining an unwavering commitment to inclusive excellence

Potential areas to feature on webpage:

- Evidence: SURE program (undergraduate research)
- Evidence: Honors College
- Evidence: The Center for Genomic Advocacy labs
- Evidence: Networks program, BEST program
- Evidence: Interdisciplinary faculty research

Strategy 5: Provide an environment that supports innovative teaching and learning

Potential areas to feature on webpage:

- Evidence: Foundational Studies program
- Evidence: Aviation/Unmanned Systems
- Evidence: Student media achievements
- Evidence: New College of Health and Human Services building

- Evidence: Teaching or nursing students/faculty in action
- Evidence: Art, music, theater performances
- Evidence: Honors College
- Evidence: Networks program, BEST program

Strategy 6: Enhance Indiana State University's reputation for excellence in academics, athletics, and alumni success

Potential areas to feature on webpage:

- Evidence: Tell the ISU story, celebrate successes (institutional history, college and department events/accomplishments, e.g. SCOB Ethics Conference, Student Success Conference)
- Evidence: Athletics achievements
- Evidence: Foundation achievements
- Evidence: Alumni highlights and interaction between alums and current students/faculty
- Evidence: Partnerships with international universities

Key Performance Indicators:

1. Funds raised excluding deferred gifts
2. Private gifts to ISU Foundation endowment
3. Overall donors
4. New donors
5. Corporate and private foundation gifts
6. Alumni who donate to ISU Foundation
7. Federal, state, and private grants and contracts awarded
8. Dollars spent with minority, women, and veteran-owned businesses
9. Contracts with minority, women, and veteran-owned businesses
10. Placement in Missouri Valley Conference all-sports Cup
11. Placement in Missouri Valley Football Conference standings
12. Alumni satisfaction with overall experience (percentage that would attend ISU again, percentage that had an excellent experience)
13. National Survey of Student Engagement (NSSE) quality rating of educational experiences (four-point scale)

GOAL 5: EMPLOYEE SUCCESS

Attract and retain extraordinary employees

Strategy 1: Recruit and retain talented, diverse, and committed faculty and staff and invest in their success and wellbeing

Potential areas to feature on webpage:

- Evidence: Training session for search committee members
- Evidence: Leadership, team, and talent development programs
- Evidence: Wellness programs available to ISU employees, including smoking cessation programs

Strategy 2: Nurture teaching excellence for aspiring and established faculty members via mentorship and innovative programming

Potential areas to feature on webpage:

- Evidence: Pre-doctoral fellows program for faculty of historically underrepresented groups
- Evidence: Mentorship program for faculty on the pathway to full professorship
- Evidence: Faculty Center for Teaching Excellence
- Evidence: Department chair leadership program
- Evidence: Faculty/staff exchange program with an HBCU and/or HSI (program under consideration)

Strategy 3: Promote a work environment that reinforces collaboration, responsible stewardship, and continuous improvement

Potential areas to feature on webpage:

- Evidence: Partnerships between Academic Affairs, Human Resources, and the Equal Opportunity/Title IX Office
- Evidence: Staff Council
- Evidence: Faculty Senate

Strategy 4: Establish Indiana State University as an “Employer of Choice” known for inclusivity and commitment to community

Potential areas to feature on webpage:

- Evidence: Cultural competence assessment (via Intercultural Development Inventory, SEE key performance indicator #2 below)
- Evidence: Commitment to community
- Evidence: ISU’s efficient education of Indiana students (i.e., cost per student lower than Indiana peers)
- Evidence: Employee job satisfaction rating

Strategy 5: Promote opportunities for the nurture and visibility of faculty scholarly and creative endeavor

- Evidence: University Research Grant Program
- Evidence: Early career workshops and support activities
- Evidence: Study abroad support

- **Evidence: Authors & Artists Program**
- **Evidence: Featured contributions from Faculty Activity Database**
- **Evidence: Featured contributions linked to grant and contract projects**

Key Performance Indicators:

1. Diversity index gap between students and faculty (a measure that highlights the degree to which a focal group's diversity reflects the diversity of the student population)
2. Intercultural Development Inventory (IDI) measurement of the ability to engage effectively and appropriately with people who are different than ourselves
3. Diversity among executive group, other professionals, non-exempt staff, and faculty (broken out by FT T/TT, FT instructional, and PT)
4. Ratio of female full professors to total full professors
5. New faculty hires obtaining tenure in seven years
6. Ratio of new hires annually among exempt, non-exempt, and faculty (FT T/TT & FT instructional) per annual number of departures in same categories, also broken out by gender, race, and ethnicity
7. Annual voluntary turnover rate (i.e., ratio of # voluntary separations not due to retirement per total employees) for (a) exempt staff, (b) non-exempt staff, and (c) FT faculty using CUPA data for peer comparison