THERE’S MORE TO BLUE.
Indiana State is dedicated to teaching and the creation of knowledge while maintaining its longstanding commitment to inclusiveness, community and public service, and access to higher education.

We integrate teaching, research, and creative activity in an engaging, challenging, and supportive learning environment to prepare productive citizens of the world.
THERE’S MORE TO **BLUE.**

**VISION**

Inspired by a shared commitment to improving our communities and inclusive excellence, Indiana State University will be known nationally for community engagement, experiential learning and career readiness.
THERE'S MORE TO **BLUE.**

**CORE VALUES**

- Diversity
- Scholarship
- Equity
- Inclusion
- Excellence
THERE'S MORE TO BLUE.
GOALS

Goal One: Student Success
Increase the number of students who enroll and earn degrees

Goal Two: Experiential Learning and Career Readiness
Engage all students in applying the knowledge and skills learned in the classroom to real-life settings

Goal Three: Community Engagement and Civic Responsibility
Serve as a national model for improving the quality of life in our communities through lifelong engagement and civic action of our students, faculty, staff, and alumni

Goal Four: Distinctive Programs and Experiences
Strengthen, leverage, and develop distinctive academic programs and experiences to better prepare students and bring greater prominence to the University overall

Goal Five: Resources and Institutional Effectiveness
Improve the utilization of university resources while expanding revenues and maintaining affordability

Goal Six: Employee success
Attract and retain great employees
Goal One: Student Success

*Increase the number of students who enroll and earn degrees*

Goal One Co-Chairs: Mike Licari and Willie Banks
### Student Success
*Increase the number of students who enroll and earn degrees*

<table>
<thead>
<tr>
<th>Category</th>
<th>BASE 2015</th>
<th>GOAL 2021</th>
<th>VISION GOAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total student headcount</td>
<td>13,584</td>
<td>16,000</td>
<td></td>
</tr>
<tr>
<td>Total FY degree production</td>
<td>2,488</td>
<td>3,300</td>
<td></td>
</tr>
<tr>
<td>Distance degrees awarded</td>
<td>453</td>
<td>900</td>
<td></td>
</tr>
<tr>
<td>Degrees awarded to at-risk students</td>
<td>626</td>
<td>800</td>
<td></td>
</tr>
<tr>
<td>First-year retention rate</td>
<td>64.2%</td>
<td>69%</td>
<td></td>
</tr>
<tr>
<td>Six-year graduation rate</td>
<td>40.9%</td>
<td>50.0%</td>
<td></td>
</tr>
<tr>
<td>Gap between six-year graduation rates for Pell/Non-Pell students</td>
<td>30.7% 48.3%</td>
<td>46% 52%</td>
<td>No gap</td>
</tr>
</tbody>
</table>
Goal One Initiatives

- Enhance the student experience through deeper engagement (Student Affairs)

  Programming will focus on the transition, support, retention, and graduation of students.

- Expand the degree completion initiative; focus on 3\textsuperscript{rd} year and beyond

  ISU’s commitment to graduating students will be reinforced. In addition to assisting students no longer at the university with finding a path to graduation, efforts to keep students on track to timely graduation will begin earlier in the academic career.
Goal One Initiatives

• Deepen the academic connections with Residential Life

  Create an environment where residence halls become an extension of the classroom through reserved living space in residence halls, office hours in residence halls, first-year only classes, faculty-led study sessions, and ultimately a faculty-in-residence program.

• Explore a partnership to dramatically expand distance programs

  Conduct an in-depth analysis of the growth potential of ISU’s online education program. This will require evaluating potential student markets, assessing academic programs, and determining institutional investment.
Goal One Initiatives

• Transition the Honors Program to an Honors College

Honor students are among the most motivated and engaged students on campus. An Honors College will better support their overall university experience, elevate the prestige of the current Honors Program, attract more high-performing students to ISU, and boost the reputation of the university.
Goal Two: Experiential Learning and Career Readiness

Engage all students in applying the knowledge and skills learned in the classroom to real-life settings

Goal Two Co-Chairs: Nancy Rogers and Susan Powers
## Experiential Learning and Career Readiness

*Engage all students in applying the knowledge and skills learned in the classroom to real-life settings*

<table>
<thead>
<tr>
<th>Metric</th>
<th>BASE 2015</th>
<th>GOAL 2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>Academic majors that have integrated university-wide career ready outcomes into their programs</td>
<td>✓-</td>
<td>✓+</td>
</tr>
<tr>
<td>% of graduates reporting graduate school admission, full-time military service, or full-time employment within six months of graduation</td>
<td>66.4%</td>
<td>80%</td>
</tr>
<tr>
<td>Internships, clinicals, and other work-based experiences – overall, unduplicated</td>
<td>1,335</td>
<td>2,500</td>
</tr>
<tr>
<td># of students engaged in intensive undergraduate research</td>
<td>212</td>
<td>250</td>
</tr>
<tr>
<td># of students engaged in semester-long and short-term study abroad programs</td>
<td>209</td>
<td>241</td>
</tr>
<tr>
<td>Gender/ethnic diversity of business and STEM graduates</td>
<td>29%</td>
<td>38%</td>
</tr>
<tr>
<td>Publications and presentations featuring experiential learning and community engagement</td>
<td>487</td>
<td>600</td>
</tr>
</tbody>
</table>
Goal Two Initiatives

• Incorporate career readiness into the curriculum

*ISU will infuse career readiness competencies into the undergraduate curriculum through the majors and the foundational studies program. As a result, every graduate across all degree programs will complete career management tasks and earn the Sycamore Career Ready Certification.*

• Create a professional development structure within each college

*Each college will establish a career-focused structure and work closely with the Career Center college liaison to connect university-wide career learning outcomes to the school, identify college-specific outcomes, and develop new and leverage existing career-related programming to achieve goals.*
Goal Two Initiatives

• Strengthen the collaboration between alumni and the Career Center

The Alumni Association and Career Center will organize activities that encourage alumni utilization of career services, expand and improve alumni employer development, and increase alumni engagement with current students.

• Expand undergraduate research opportunities

ISU will continue to support summer undergraduate research experiences and look to grow similar academic year research opportunities. Funding will support efforts to broaden faculty and disciplinary participation.
Goal Two Initiatives

• Support global and domestic cross-cultural experiential learning

Non-traditional study away programs will provide more domestic students with opportunities to experience difference and develop global competence skills. Additional programming will bolster inclusion and cross-cultural campus interaction for international students.

• Increase the number of women and ethnic minority students with STEM degrees

STEM professionals are in high demand, locally and nationally. To meet the current and projected need, ISU will introduce programs designed to enroll and graduate more women and minorities in the sciences.
Goal Three: Community Engagement and Civic Responsibility

Serve as a national model for improving the quality of life in our communities through lifelong engagement and civic action of our students, faculty, staff, and alumni

Goal Three Chair: Nancy Rogers
## Goal Three

**Community Engagement and Civic Responsibility**

Serve as a national model for improving the quality of life in our communities through lifelong engagement and civic action of our students, faculty, staff, and alumni

<table>
<thead>
<tr>
<th>Measure</th>
<th>BASE 2015</th>
<th>GOAL 2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>Washington Monthly National University Ranking – overall rank</td>
<td>20</td>
<td>Top 10%</td>
</tr>
<tr>
<td>Washington Monthly National University Ranking – service rank</td>
<td>1</td>
<td>Top 5%</td>
</tr>
<tr>
<td># of students completing intensive co-curricular service experience</td>
<td>247</td>
<td>500</td>
</tr>
<tr>
<td>% of third grade Deming Elementary students passing I-READ 3</td>
<td>69.9%</td>
<td>90.1%</td>
</tr>
<tr>
<td>Patient visits to ISU health-related clinics</td>
<td>--</td>
<td>15,000</td>
</tr>
<tr>
<td>% of students voting in federal 2016, 2018, and 2020 elections to exceed national average for public universities</td>
<td>40.4% Presidential 2012 12.2% 2014 Midterm</td>
<td>48.2% Presidential 19.2% Midterm</td>
</tr>
<tr>
<td>Number of businesses served by the Business Engagement Center and the Sycamore Innovation Lab</td>
<td>43</td>
<td>85</td>
</tr>
<tr>
<td>Total hours of community service (millions)</td>
<td>1.09</td>
<td>1.3</td>
</tr>
</tbody>
</table>
Goal Three Initiatives

• Continue to support the Ryves Neighborhood
  
  *ISU will help implement the Ryves Neighborhood Strategy through various housing, clean-up, and education projects.*

• Support the Healthier by 2020 campaign

  *ISU will partner with the United Way to reduce obesity rates in Vigo County through healthy eating and active living.*
Goal Three Initiatives

- Increase co-curricular community engagement
  
  *Service learning will continue to be a priority at ISU. Students, faculty, and staff will participate in innovative and intensive community engagement activities.*

- Enhance academic achievement partnership with local schools

  *ISU will support Deming Elementary School through immediate and long-term projects, including: donation of school supplies and laptops, assessment support, new teacher induction, and improved parental involvement programs.*
Goal Three Initiatives

- Encourage lifelong civic engagement through the American Democracy Project

  *The American Democracy Project is a national initiative that encourages students to be civically and politically active. At ISU, ADP coordinates voter registration efforts, a speaker series, and other programming.*

- Establish a microloan program to support small businesses

  *In collaboration with the SBA, ISU will provide microloans to new and growing small businesses. By lending to community business owners that might otherwise not be considered for a loan, the program supports inclusivity and economic development within the Wabash Valley.*
Goal Four: Distinctive Programs and Experiences

Strengthen, leverage, and develop distinctive academic programs and experiences to better prepare students and bring greater prominence to the University overall.

Goal Four Co-Chairs: John Beacon and Mike Licari
## Goal Four

### Distinctive Programs & Experiences

*Strengthen, leverage, and develop distinctive academic programs and experiences to better prepare students and bring greater prominence to the University overall*

<table>
<thead>
<tr>
<th>Measure</th>
<th>BASE 2015</th>
<th>GOAL 2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>Degrees conferred from programs of distinction</td>
<td>✓-</td>
<td>✓+</td>
</tr>
<tr>
<td>Publications and presentations featuring distinctive programs</td>
<td>✓-</td>
<td>✓+</td>
</tr>
<tr>
<td>National recognition of distinctive programs</td>
<td>✓-</td>
<td>✓+</td>
</tr>
<tr>
<td>% of departments that have incorporated community engagement and experiential learning in promotion and tenure (P&amp;T) documents</td>
<td>✓-</td>
<td>100%</td>
</tr>
<tr>
<td>Foundational Studies structured to meet university vision</td>
<td>--</td>
<td>✓+</td>
</tr>
</tbody>
</table>
Goal Four Initiatives

- Develop campus consensus on university programs of distinction
  
  Several academic programs will be considered as possible programs of distinction, including: BEST/Teacher Education, Networks/Financial Services, Aviation, Criminology/Policing, and Inter-professional Education.

- Build market awareness for programs of distinction
  
  Using the BEST program as a model, ISU will conduct a market awareness study to determine how best practices can be leveraged to build market awareness and improve visibility for other select academic programs.
Goal Four Initiatives

• Revise promotion and tenure expectations
  
  A Provost-led taskforce will revise university-level promotion and tenure expectations to focus on experiential learning, community engagement, and teaching/learning.

• Provide training to new students and Foundational Studies faculty to help build an environment of inclusive excellence
  
  A working group will educate students and faculty regarding inclusive excellence. Goals in this area align directly with ISU’s five core values – diversity, scholarship, equity, inclusion, and excellence.
Goal Four Initiatives

• Embed career ready requirements into the curriculum

*ISU will incorporate career readiness competencies into the undergraduate curriculum through the majors and the foundational studies program. As a result, every graduate across all degree programs will complete career management tasks and earn the Sycamore Career Ready Certification.*
Goal Five: Resources and Institutional Effectiveness

Improve the utilization of university resources while expanding revenues and maintaining affordability

Goal Five Co-Chairs: Diann McKee and Dan Bradley
**Goal Five**

**RESOURCES AND INSTITUTIONAL EFFECTIVENESS**

*Improve the utilization of university resources while expanding revenues and maintaining affordability*

<table>
<thead>
<tr>
<th>Category</th>
<th>BASE 2015</th>
<th>GOAL 2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>Student FTE per Faculty FTE</td>
<td>19.9</td>
<td>21.3</td>
</tr>
<tr>
<td>Student FTE per Staff FTE</td>
<td>11.0</td>
<td>12.5</td>
</tr>
<tr>
<td>Philanthropic funds expended on behalf of ISU (millions)</td>
<td>$5.3</td>
<td>$9.4</td>
</tr>
<tr>
<td>Uptime of critical IT functions</td>
<td>99.6%</td>
<td>99.9%</td>
</tr>
<tr>
<td>Student affordability as measured by average net price for the income range of $30,000 to $48,000</td>
<td>$9,222</td>
<td>&lt;$9,200*</td>
</tr>
<tr>
<td>Dollars allocated to deferred maintenance (millions)</td>
<td>$2.6</td>
<td>$6.2</td>
</tr>
</tbody>
</table>

*Adjusted for inflation*
Goal Five Initiatives

• Develop high level student jobs throughout campus

  ISU will strive to provide students working in academic and administrative offices all over campus with meaningful job experiences.

• Increase the number of President’s Society donors each year

  The ISU Foundation will send targeted solicitations promoting President’s Society membership.
Goal Five Initiatives

• Ensure that major IT services are reliable and accessible

  Email, Blackboard, Banner, and other IT services are critical to effective and efficient campus operations.

• Continue to expand the open educational resources (OER) initiative

  The OER initiative encourages faculty to utilize freely accessible texts, documents, and media for course instruction, resulting in significant savings of textbook costs for students.
Goal Five

Resources and Institutional Effectiveness

Improve the utilization of university resources while expanding revenues and maintaining affordability.

Goal Five Initiatives

• Reduce deferred maintenance for academic and administrative facilities

ISU will conduct a facility condition assessment and implement a comprehensive system to prioritize, track, and update deferred maintenance needs.
Goal Six:
Employee Success

Attract and retain great employees
Goal Six Co-Chairs: Willie Banks and Josh Powers
## Employee Success

**Attract and retain great employees**

<table>
<thead>
<tr>
<th>Metric</th>
<th>BASE 2015</th>
<th>GOAL 2021</th>
<th>VISION GOAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Diversity index gap between students and faculty*</td>
<td>14</td>
<td>5</td>
<td>No gap</td>
</tr>
<tr>
<td># of minorities among executive group</td>
<td>7/44</td>
<td>10</td>
<td>Match student body</td>
</tr>
<tr>
<td># of minorities among staff</td>
<td>58/502</td>
<td>75</td>
<td>Match student body</td>
</tr>
<tr>
<td># of African American and Hispanic/Latino faculty</td>
<td>34</td>
<td>46</td>
<td>Match student body</td>
</tr>
<tr>
<td>% of female full professors to total full professors</td>
<td>32%</td>
<td>35%</td>
<td>Match faculty</td>
</tr>
<tr>
<td>New faculty hires obtaining tenure in seven years</td>
<td>39%</td>
<td>45%</td>
<td></td>
</tr>
<tr>
<td>Six-year retention rate for staff</td>
<td>33%</td>
<td>40%</td>
<td></td>
</tr>
<tr>
<td>NSSE quality rating of educational experience (four-point scale)**</td>
<td>3.05</td>
<td>3.20</td>
<td></td>
</tr>
</tbody>
</table>


**Quality rating based on student responses to National Survey of Student Engagement question on rating entire educational experience at this institution. (4-point scale from 1=poor to 4=excellent.) Survey is administered every three years.
Goal Six Initiatives

• Implement search committee training and development

*ISU will develop a program to educate faculty and staff on the fundamental steps to conducting a high quality employment search, as well as, enhancing the candidate pool with respect to gender and ethnic diversity.*

• Strengthen the partnership between Human Resources, Equal Opportunity/Title IX Office, and Academic Affairs

*Cooperation and collaboration amongst these three offices will allow for more effective management of employment, development, and discrimination issues.*
Goal Six Initiatives

• Support teaching excellence through postdoctoral fellows and visiting faculty programs

*Postdoctoral and visiting faculty experiences will be established for early-career minority faculty seeking an academic environment that emphasizes teaching and community engagement.*

• Establish a department chair leadership program

*ISU is committed to faculty development. This initiative will enhance the knowledge and skills of academic department chairs and help create a supportive departmental culture.*
Goal Six Initiatives

• Relaunch Leadership ISU*

  Leadership ISU is a training and development program for faculty and staff at all levels. Pertinent topics include: ethics and professional responsibility, diversity, communication, and conflict resolution.

• Introduce the Building Bridges program to reduce “silo mentality”*

  The Building Bridges program will help reduce silo-ing across faculty and staff units by encouraging dialogue about how to make ISU an even better place to work.

* Initiative currently on hold
Goal Six Initiatives

• Mentor faculty on the pathway to full professorship

   *ISU will foster an environment that supports the advancement of faculty from the associate professor level to the full professor level.*

• Provide professional growth opportunities for new faculty

   *New faculty members will have access to strategic resources to enhance expertise in teaching and scholarship.*
Goal Six Initiatives

• Create a supervisor excellence program

*ISU is committed to staff development. This initiative will help supervisors strengthen their performance review skills and assist staff on annual goal development and assessment.*
There’s More to Blue Strategic Plan Overview and Baseline
Indiana State University
January 2017