

**Core Component 5b – The organization learns from the constituencies it serves and analyzes its capacity to serve their needs and expectations.**

***Evaluation and Assessment***

- CPSCE conducts focus groups with community stakeholders on a bi-annual basis. The purpose of the focus groups is to assess the University's current community engagement efforts and set priorities for future activities. Participants in the focus groups include nonprofit, K-12 education, and government leaders. The focus groups are conducted by a member of the CPSCE staff or a faculty member with significant community engagement experience. The focus groups are taped and transcribed by a CPSCE staff member and summarized by the facilitator. Results are made available in a summary handout to faculty, staff, and students who are developing community engagement activities.

The results of the focus groups have been used in grant proposal development, establishment, and/or revision of service-learning and internship practices, and the identification of community engagement projects for faculty and students. For example, the findings from 2003 and 2004 focus groups were used to determine the priority service areas of poverty, economic development, public safety, education, and family self-sufficiency/stability for the AmeriCorps program formed in 2005. Comments from the focus group suggested a need for a more coherent approach to service. This resulted in the development of a service-learning manual that provides standard and best practices for faculty and students.

- Evaluations of specific community engagement activities assess academic, co-curricular, and outreach activities. Internships, student teaching, and other types of clinical experiences are systematically evaluated by community partners each semester. The ISU Career Center collects evaluations from internship employers and compiled the first annual report in 2005. In addition, the AmeriCorps program conducts an annual evaluation with nonprofit organizations that serve as host sites for its members. The Office of Continuing Education and CPSCE also collect evaluations from community participants in a wide range of annual and special events, including the annual volunteer fair, Wabash Valley Community Summit (day-long nonprofit conference), non-credit courses, and the Dewey Institute for Learning in Retirement.

The individual assessment activities described in the previous section have been used to make several program changes. For example, based on the recommendations of site supervisors in written program evaluations, Sycamore Service Corps staff made program adjustments to monitor members' service hours more closely. The ISU Career Center found that employers were uncertain about who they should contact at the University about problems. As a result, the Career Center implemented electronic documentation. Now, when students turn in their internship agreements, the documents are scanned and sent back to all parties in PDF format via email. All signing parties (student, site supervisor, faculty, and career center)

receive the same information. The email that generates these documents also lists a faculty member for employers to contact regarding the internship.

- Many academic units utilize advisory boards to provide feedback and guidance related to curriculum. For example, the Management Information System (MIS) program's advisory board consists of between 12 and 36 industry practitioners, many of whom are ISU alumni, who meet bi-annually to review and discuss curriculum and other initiatives. In addition to providing advice, board members often serve as MIS speakers and host field trips. Similar advisory boards provide direction to the Colleges of Technology, Nursing, and Health and Human Performance. In the College of Education, advisory boards guide the work of the Blumberg Center for Interdisciplinary Studies in Special Education, Professional Development School Partnership, Department of Educational Leadership and Administrative Foundations, and the Student Counseling Program.
- At the institutional level, the Indiana Humanities Council and ISU have cosponsored a regional summit for two years. The purpose of the summit is to convene business, education, nonprofit, and government leaders to discuss critical community issues. A roundtable format is used. The discussion focuses on the current and potential contributions each sector—including higher education—can make to solving critical community issues. In 2003, community partners from the private, public, and nonprofit sectors participated in a university-wide retreat to set priorities for the institution's strategic plan.

### ***Community Based Scholarship and Assessment***

**Core Component 5b – The organization has the capacity and the commitments to engage with its identified constituencies and communities.**

#### ***Mission***

Indiana State University (ISU) has a long history of community engagement. The vision statement articulated in ISU's 2000 strategic plan stated:

Indiana State University strives to be known and admired as Indiana's most Progressive Public University by:

- Providing opportunities that enrich and transform the lives of its students through the distinctiveness of its undergraduate experience and the prominence of its graduate programs;
- Fostering innovation and excellence in teaching and learning;
- Enriching the State, nation, and world through the quality of its research, creative activity, and public service;
- Creating partnerships with external publics that build upon and extend the University's ability to serve the State and nation; and

- Providing a caring and civil academic community characterized by unusually supportive relationships among its students, faculty, staff, alumni, and friends.

The ISU **mission statement** supports our role as a steward of the state of Indiana:

As a publicly-assisted institution of higher learning, Indiana State University embraces its mission to educate students to be productive citizens and enhance the quality of life of the citizens of Indiana by making the knowledge and expertise of its faculty available and accessible. These purposes are served when the University disseminates knowledge through instruction and extends and applies knowledge through research, creative and scholarly activities and public service.

The University fulfills its mission statewide; however, its influence is also national and international in scope. Given its location, Indiana State University responds with particular sensitivity to the needs and interests of the citizens of west central Indiana. In serving its mission, the University provides quality, affordable academic programs and educational environments to foster holistic student growth and development. Undergraduate programs and specialized fields of study are comprehensive in scope while graduate programs are selective as appropriate to the needs of society and the expertise of the faculty.

In its role as a public institution, the University is expected to be an inclusive academic community reflective of the greater society, serving a student body diverse in academic interests, age, gender, economic status, and ethnicity. To remain vital in carrying out its institutional purposes, Indiana State University is committed to the ongoing assessment and improvement of its primary activities.

In 2004, the University developed a promise statement that serves as its current vision for the future:

Indiana State University is the pre-eminent public institution that integrates teaching and research for high-achieving, goal-oriented students who seek opportunities for personal, professional and intellectual growth on a diverse, civically engaged campus. From their first day, our students are actively challenged by high-quality, experiential academic programs and are supported by personal attention from our dedicated faculty and staff who inspire students to create and apply knowledge through dynamic partnerships with the community and the world. Our graduates are valued for their demonstrated knowledge and expertise, active citizenship and leadership qualities.

### ***Infrastructure***

- The *Center for Public Service and Community Engagement (CPSCE)* was established at ISU in 2001 to serve as a “front door” to the resources of the

University. CPSCE coordinates the University's outreach mission and community engagement activities, including service learning, economic development, and community-based research. CPSCE staff work directly with external partners and ISU faculty, staff, and students to enhance the quality of life in the state and region. Currently, CPSCE coordinates the following ongoing programs and activities:

- American Humanics is an interdisciplinary certificate for undergraduate and graduate students who want to prepare for a career in nonprofit organization management.
- The Alternative Spring Break program offers an opportunity for students to travel during spring break week to complete an intensive service project. Academic credit is available for this experience. A fall service trip is taken to Chicago every year.
- The Alliance for Excellence through Engagement and Experiential Learning awards mini-grants and graduate, undergraduate, and faculty fellowships for community engagement activities, including community-based research.
- The local AmeriCorps program, Sycamore Service Corps, is coordinated through CPSCE. Forty members served during 2005-06. Forty-five will be placed in 2006-07.
- The Midwest Campus Compact Citizen Scholar Fellowship Program allows Federal Work Study students to complete their work requirements in local nonprofit organizations and earn an additional \$1000 educational award from AmeriCorps.
- Focus Indiana is a collaborative project with the ISU Career Center that provides internship scholarships and financial support for faculty and departments engaged in service-learning through the Liberal Learning in Action program.

In addition, CPSCE coordinates campus-wide service projects, volunteerism, and service-learning, and it collaborates on several community-wide initiatives. ISU participates in two national and one local day of service, including National Youth Service Day, MLK Jr. Day of Service, and Days of Caring, a local event sponsored by the United Way of the Wabash Valley. The Director of CPSCE serves as the University's primary liaison to Indiana Campus Compact. Two new projects in CPSCE include the development of a Civic Leadership Certificate program for undergraduate students and the creation of a national, online journal focused on community engagement and experiential learning. CPSCE staff members also are actively involved in grant writing and administer over \$500,000 in external funds each year.

- The Center for Business Support and Economic Innovation
- Internships
- Service-Learning Courses

### ***Strategic Planning***

Community engagement is one of three strategic initiatives identified in the strategic plan to help ISU achieve a reputation for excellence and a new niche in Indiana's

landscape. The two others, distinctive programs and especially experiential learning, are linked to community engagement. ISU has defined community engagement in its planning document with the following:

The development of collaborative partnerships between education, business, social services, and government that contribute to the academic mission of the University and directly benefit the community. Community engagement at ISU includes activities in the teaching, research, and service endeavors of faculty, students, and staff. Examples of community engagement activities include:

- Technical assistance and applied research to help increase understanding of a local or regional problem or test solutions for that problem;
- Lectures, seminars, and other public forums that provide a neutral place to explore community issues;
- Extension of learning beyond the University walls and into the community.
- Enriching the cultural life of the community;
- Service, including internships and service-learning, which directly benefits the public;
- Economic development initiatives, including technology transfer and support for small businesses; and
- Involvement of community members in planning and decision making activities of the University.

### ***Funding***

- CPSCE receives a total operating budget of \$310,651 (needs updated). In addition, \$48,000 of internal funds supports a community engagement/experiential learning mini-grant program.
- **CBSEI budget**
- The ISU Office of Sponsored Programs provides the opportunity for faculty and staff to designate their grants as having a community engagement focus on the proposal routing form. During the 05-06 fiscal year, there were 93 funded projects totaling \$4,617,766 with the community engagement designation. (needs updated)
- The ISU Foundation is the recipient of 4 grants from the Lilly Endowment that directly support community engagement.
  - *Focus Indiana* is a five-year project funded through the Lilly Endowment's Initiative to Promote Opportunity through Educational Collaborations, aimed at the creation of career opportunities for ISU graduates. The project started in January 2004. Several programs are funded through Focus Indiana, including the appointment of an intern coordinator to the Career Center. Another primary component of the project is the provision of scholarships to

students completing internships in targeted geographic regions, social-entrepreneurial organizations, and entrepreneurial businesses. The Liberal Learning in Action program provides mini-grants to faculty who create community-based experiences in courses. Focus Indiana is directed through CPSCE.

- *Fulfilling the Promise* is a five-year project funded through the Lilly Endowment's Initiative to Recruit and Retain Intellectual Capital. This project supports the University's strategic plan to attain a high level of preeminence in Indiana, the mid-west region and the nation. Three distinct initiatives are funded through this grant. The first initiative, the Alliance for Engagement through Excellence and Experience, supports the creative work and research of faculty and students who will serve as leaders in developing a national reputation for experiential learning and community engagement. The second initiative, Program of Faculty Support to "Fulfill the Promise" is designed to develop opportunities for exceptional faculty and thereby encourage their retention at Indiana State University. The third initiative, Programs of Distinction, identifies programs for extraordinary support to assist these academic programs in attaining or maintaining national or regional recognition for the quality of their work.
- The *Extending Teacher Creativity* project brings together past recipients of the Lilly Endowment Teacher Creativity Fellowship and provides resources for a three day teacher renewal workshop to prepare teachers to return to the classroom for another academic year. The workshop serves approximately 100 Indiana teachers each summer. Off-shoots of the summer workshop include a fall and spring meeting in Indianapolis to provide mid-year support touchpoints for the Lilly Fellows, and a Teachers' Academy where five Lilly Fellows are selected to come to ISU for a week to pursue professional development in depth and to serve as a guest lecturer to ISU students.
- Created in 2003 with a grant from the Lilly Endowment, *Networks Financial Institute* (NFI) at ISU works to facilitate broad collaborative thinking, dialogue and progress in the evolving financial services marketplace through targeted strategic initiatives in education, outreach, and research. NFI's activities are designed to achieve its mission in three primary areas:
  - To be an objective thought leader and positive catalyst for change through research, education, and the facilitation of informed dialogue
  - To develop a more knowledgeable community of financial consumers through effective educational leadership and targeted program development, modeling and implementation
  - To develop tomorrow's financial services industry leaders today
 NFI works at the state, national, and international levels to support informed decision and policy making by the industry's leaders. The Institute's work is focused in three primary areas of research: industry regulation, financial literacy, and financing of economic development.

**Core Component 5c – The organization demonstrates its responsiveness to those constituencies that depend on it for service.**

***Collaborative Partnerships***

- The Wabash Valley Educational Alliance (WVEA) is a consortium of area education institutions and Western Indiana Work One. Education members include Indiana State University, Rose-Hulman Institute of Technology, Saint Mary of the Woods College, Ivy Tech Community College, Indiana University School of Medicine – Terre Haute Campus, Purdue University, and Vigo County School Corporation. The goals of WVEA are:
  - To increase the effectiveness and efficiency of the member institutions whenever possible in programs, research, and service to the community.
  - To develop collaborative efforts with other organizations and programs in order to better serve the Wabash Valley's need for educational and economic development and to improve the quality of life.
  - To enhance and support cultural opportunities and greater humanistic understanding in the Wabash Valley.
  - To improve the visibility and utilization of WVEA resources around the Wabash Valley.
  - To obtain adequate financial and human resources to support the goals and strategies.
  
- The Landsbaum Center for Health Education is a partnership of Union Hospital's Richard G. Lugar Center for Rural Health, Indiana University's Terre Haute Center for Medical Education, and Indiana State University. The purposes of this partnership are to combine medical related education from the three partners to increase collaboration around healthcare and to use innovative technology to enhance healthcare and healthcare education, particularly in rural areas. The center houses medical training facilities staffed by faculty from Indiana University, Bloomington (IU) and ISU as well as clinical faculty from Union Hospital's medical staff. IU medical students and ISU nursing students take classes in the facility. The ISU College of Nursing also operates the Sycamore Nursing Clinic, providing health care services to the local community, including ambulatory clinics and a home health program. The Continuing Nursing Education Program director and staff also offer programs to meet the lifelong learning needs of the entire nursing community.

In past years, the three partners have added programs that focus on the delivery of healthcare to rural communities. Union Hospital established the Rural Training track as part of its Family Medicine Residency Program. ISU and the IU School of Medicine established the BA/MD program. This allows students from rural communities to be admitted to IU School of Medicine after completing their BA at ISU in a program designed to prepare them for medical school. Finally, the ISU College of Nursing has developed an advanced degree program for Family Nurse Practitioners, many of whom go on to practice in rural communities. The facility provides an opportunity for multidisciplinary training and collaboration across programs that better prepare students for careers in health-related fields, especially in rural areas.

- Professional Development Schools - Launched in the fall of 1992 with 10 schools in four area school districts, the partnership has grown during the 13 year period of its existence to 20 schools in five school districts. These schools cover all grade levels of schooling, are located in rural and urban settings, and serve high percentages of children or youth that face conditions of poverty. Most importantly, the partnership has crafted a vision for enhanced learning for all rooted in the overall purpose of linking renewal in schools to renewal in educator preparation. Partner schools include West Vigo High School, Fayette Elementary School, DeVaney Elementary School, Terre Haute South Vigo High School, Rosedale Elementary School, Arlington High School, Fuqua Elementary School, South Vermillion High School, Staunton Elementary School, Davis Park Elementary School, Paul I. Miller School, Deming Elementary School, Raymond F. Brandes School, Sarah Scott Middle School, Terre Haute North Vigo High School, Meadows Elementary School, Southwest Parke Community Schools, West Vigo Elementary School, Chauncey Rose Middle School, Northwest High School, and McFarland Environmental Studies Academy.
- The mission of Project PRE is to transform teacher education into an experiential learning, clinically-based program, supporting educator development from pre-service through induction and continued professional development. It also strives to create rich school environments that support learning by all children and serve as exemplary clinical settings for the preparation and continued development of professional educators. Partners in Project PRE include the Professional Development Schools and the Colleges of Education, Arts and Sciences, Business, Technology, and Nursing, Health, and Human Services.
- The **West-Central Indiana Area Health Education Center** (WCI-AHEC) is a program designed to improve the health care of West Central Indiana through community and academic educational partnerships. Its mission is to enhance access to quality health care, particularly that of primary and preventive care, by improving the supply and distribution of health care professionals through community/academic educational partnerships. [List partners.](#)
- Wabash Valley Visions & Voices: a Digital Memory Project for West Central Indiana. This project is dedicated to the documentation and preservation of the region's history and cultural heritage in print, pictures, and sound. As a collaborative effort involving the Wabash Valley's libraries, museums, cultural organizations, local government, and community groups, the project provides free access to its digital collection via the Internet and promotes remembrance and lifelong learning. Wabash Valley Visions & Voices is designed in accordance with accepted national and state standards and will become part of the envisioned *Indiana Digital Library*. Its model is the first of its kind as it is driven by people at the grassroots level rather than being project or format based. The Wabash Valley Visions & Voices project continues to grow as new organizations, communities, and private citizens join the effort to create a regional digital repository to preserve and provide access to their history and culture as citizens of the Wabash Valley.

### ***Campus-Based Outreach Programs***

- The Research Center for Local History and Culture sponsors and supports student and student-faculty research into the people and heritage of Indiana and Illinois. The affiliated faculty members work with students through a wide variety of courses and in a range of subjects. These include, but are not limited to: history, folklore, African-American Studies, communications, and foreign languages. Students conduct research in the community, engaging the history and people of the region outside the classroom in a number of settings and forums. Finally, the Center and its affiliated faculty serve as an academic resource for members of the broader community.
- **Sycamore Technology Solutions (STS)** is a student-managed and operated company designed to fulfill the technology goals and support needs of the United Way member agencies and other not-for-profit organizations. STS was created to give junior and senior students majoring in Computer Science, Electronics and Computer Science, Information Technology, Management Information Systems or other computer-related majors a chance to get some real world experience in their fields. Students who intern for the Office of Information Technology become part of the Sycamore Technology Solutions company. Interns work together to assist not-for-profit agencies in the Wabash Valley with their technology goals and support needs. Areas considered might include web-site hosting, assistance with software, technology problem solving, technology plans/proposal development, technological literacy and training, etc.
- **Sycamore Business Advisors (SBA)** is a student driven organization in the College of Business that provides strategic process and business development consulting for small to midsize businesses and non-profit organizations in the region. SBA is operated in conjunction with the senior capstone course for business majors. SBA teams have consulted for organizations including Downtown Terre Haute, Imperial Lanes, Biodiesel Southern Indiana, and the Terre Haute Children's Museum.
- The **Gongaware Center for Insurance Management** undertakes cooperative ventures with the insurance and financial services industry as a means of developing current personnel into industry leaders. The Center also attracts and recruits additional numbers of high ability students to ISU's Insurance and Risk Management program.
- **The Osher Lifelong Learning Institute** is a non-profit, membership organization open to all adults in the Greater Wabash Valley, regardless of age or educational background. At its center are academic programs that are designed by its members and tailored to suit their interests. All of these programs (lectures, courses, and special events) are offered without concern for prerequisites, credit, or grades. Indeed, the only prerequisite for membership is a love of learning. The Dewey Institute emphasizes collaborative leadership and active member participation. Although members volunteer their time to carry out its primary organizational responsibilities, it is the support of Indiana State University that makes these programs possible.

- The **Center for Economic Education** helps raise the level of economic understanding in West-Central Indiana in particular and the state in general. The Center develops programs, materials, and evaluation instruments to facilitate instruction on the American economy and its role in the world economy in particular, as well as the concepts relating to market economies and free enterprise in general. The Center cooperates with schools, educational agencies, business, labor, agricultural, and community groups. Faculty and staff conduct and promote workshops, pre- and in-service training programs and other training to teachers and educational administrators from all grade levels to improve both the quality and quantity of instruction of economic concepts in the standard curriculum.
- The **Driver and Traffic Safety Center (DTSC)** is an adjunct of the Department of Health, Safety, and Environmental Health Science. DTSC serves over 500 youth drivers annually providing initial driver training. In existence since 1966, DTSC has served some 20,000 youth in the Wabash Valley. The program provides year-round services in Terre Haute, Sullivan, and South Vermillion. The DTSC additionally provides teacher education for driver education instructors and has done so since 1947. DTSC is also the West-Central Indiana home for motorcycle rider education programs, jointly sponsored with the Department of Health, Safety, and Environmental Health Sciences. The program is an innovator in providing seminar and hands-on training in motorcycle safety.
- **Sycamore Nursing Center (SNC)** provided 250 free physical exams for both adults and children last year. Students and faculty also provided 269 children aged 1 to 18 months with free vaccinations and 160 individuals and families with continuing professional nursing care in their homes through the Home Health Care program. Last year the Home Health Care coordinator and students gave health assessments, promotions, and maintenance care in 690 homes. In total, the SNC has served almost 1,000 Hoosiers who would not have had preventative and/or nursing care if the center was not at ISU.
- The **Rowe Center for Communicative Disorders** offers assessment and treatment for communication disorders. The Center's Audiology Clinic offers hearing testing and provides audiologic rehabilitation services, such as speech reading training. The Center's Speech and Language Clinic offers speech and language assessments and treatment for a wide range of speech (articulation/ESL, voice, stuttering) and language (delayed/disordered language development, aphasia, traumatic brain injury) disorders for preschoolers, school-age children, and adults at no cost. The Center enhances learning at both the undergraduate and graduate level by providing frequent opportunities for students to observe and practice classroom theories in a clinical situation. The Center includes therapy rooms with one-way mirrors and sound monitoring systems, an audiology suite, a videotaping and playback viewing suite, and a speech-science laboratory.
- **Indiana Packaging Research and Development Center** provides a variety of services to meet the packaging design, testing, and troubleshooting needs of business and industry. Services provided by the Center comply with all recognized standards using state-of-the-art and certified equipment. Center

personnel are experienced professionals who are also active researchers in the field. Customized services and training are also made available to companies.

- The **Center for Systems Modeling and Simulation** is applying its academic expertise in industrial engineering and systems modeling to work with Union Hospital's Emergency Services, Columbia House's Terre Haute facility and other industrial and business organizations to help facilitate smooth, efficient work flows. The Center boasts intellectual resources in systems engineering, computer science, industrial and mechanical engineering, management information systems, finance, organizational change, and business management to analyze and simulate complex systems in manufacturing and construction, telecommunications, information systems, health care, transportation, energy and power, among other industries. The overall goal is to improve performance and to reduce costs for these organizations. This relatively new center already completed three projects last year and expects that number to grow significantly.
- The **Center for Automation and Systems Integration (CASI)** is a center of excellence focused on research and development in the areas of automation, control systems, and systems integration. CASI brings together academic and industry professionals to advance the field of automation and systems integration and provides a primary means of enhancing collaborations. CASI activities include systems integration projects with industry (e.g., consultant listing and student internships); regular workshops and seminars, including the annual CASI-Tech Conference; electronic clearinghouse; research activities; grant writing; and curriculum development.
- The **Center for Remote Sensing and Geographic Information Systems** was founded in 1973, and is located in the Department of Geography, Geology, and Anthropology. The Center is comprised of a research facility and a teaching facility for the applications of remote sensing and geographic information systems (GIS). Remote sensing refers to data acquired at a distance from an object and includes aerial photography, digital video data, and satellite data. GIS is a computer based information technology designed to manage, analyze, and display spatial data. The Center assists students, faculty, and external groups with analysis and modeling of environmental problems.
- The Athletic Training Services programs places advanced undergraduate and graduate students in local area school corporations to provide athletic training services to high school athletes.

### ***International Outreach and Engagement***

#### ***Transfer and Articulation***

- Indiana State University has partnered with two-year institutions within Indiana and the surrounding area in Illinois to formalize the transfer of credit for particular majors. Partner institutions include Ivy Tech Community College, Vincennes University, Lakeland College, Illinois Eastern Community Colleges, and Ancillia College. [Update list](#)

- ISU has served as the “broker” of educational services in southeastern Indiana through College Cooperative Southeast since 1997. **The College Cooperative Southeast** (CCS) is a collaborative effort of the state's postsecondary institutions to provide postsecondary education opportunities to meet needs of time- and place-bound students in Southeastern Indiana. The CCS initiative is designed to promote and increase services that enable students to access and enroll in certificate, associate, bachelor, and graduate degree programs in a wide spectrum of academic areas that will provide postsecondary credit degree completion and workforce development opportunities. The initiative identifies and responds to the individual, community, workforce, and economic needs of students and communities of Southeastern Indiana. Presently, CCS has community learning centers in ten counties.
- The **South Central Educational Association, Inc** (known as the SCEA Association or the “Association”), a group of local civic leaders, and a partnership of post-secondary institutions known as the South Central Educational Alliance (referred to as the SCEA Alliance or the “Alliance” and composed of Ball State University, Indiana State University, Indiana University, Ivy Tech State College, Purdue University, and Vincennes University) was organized to expand specified educational services available to the place bound students of the six-county region known as South Central Indiana through Community Learning Centers (CLCs). This region includes: Greene, Jackson, Lawrence, Martin, Orange and Washington counties. ISU was selected to broker educational services, and to serve as fiscal agent and site manager for the SCEA, a role that continues. Presently, SCEA has six community learning centers.

**Core Component 5d – Internal and external constituencies value the services the organization provides.**

#### ***Formal Evaluations***

***Economic Impact Study*** - In 2006, an independent economic impact study was conducted by the Jacob France Institute at the University of Baltimore. The study indicated that Indiana State University contributed nearly \$400 million to the local and state economy in 2004-2005. That is nearly a five-fold return on the state's investment in the University. As one of the area's largest employers, as a residential community of learners, and as the cultural center of the Wabash Valley, Indiana State is a positive force in the local community, state, and beyond.

#### ***Informal Assessment***