

Spring

2018

Environmental Scan Update



Preface

In Fall 2012, in support of the effort undertaken to review and assess the [Pathway to Success](#) strategic plan benchmarks (Source: Indiana State University strategic planning website), as well as provide recommendations to implement a strategic enrollment management plan, an [environmental scan](#) was produced. The environmental scan has been updated in response to the arrival of a new university president and implementation of the [There's More to Blue](#) strategic plan in 2017 (Source: Indiana State University strategic planning website). It is a supplement to the 2012 scan, including the most current data available.

THERE'S MORE TO BLUE						
GOAL 1 Student Success:		PREV 3 YEARS	BASE 2015	ACTUAL 2016	ACTUAL 2017	GOAL 2022
Increase the number of students who enroll and earn degrees						VISION GOAL
Total student headcount		12,582	13,584	13,565	13,771	16,000
Total FY degree production		2,162	2,488	2,661	2,752	3,300
Distance degrees awarded		418	453	448	482	900
Degrees awarded to at-risk students		522	626	651	700	800
First-year retention rate		63%	64%	64%	68%	69%
Six-year graduation rate		41%	41%	38%	39%	50%
Gap between six-year graduation rates for Pell/Non-Pell students		33%	31%	31%	31%	46%
		45%	48%	46%	46%	52%
						No gap
GOAL 2 Experiential Learning and Career Readiness:		PREV 3 YEARS	BASE 2015	ACTUAL 2016	ACTUAL 2017	GOAL 2022
Engage all students in applying the knowledge and skills learned in the classroom to real-life settings						VISION GOAL
Academic majors which have integrated university-wide career-ready outcomes into their programs		--	✓-	Assessment ongoing	✓	✓+
% of graduates reporting graduate school admission, full-time military service, or full-time employment within six months of graduation		63%	66%	71%	72%	80%
Internships, clinicals and other work-based experiences -- overall		--	1,335	1544	1597	2,500
# of students engaged in intensive undergraduate research		--	212	243	272	250
# of students engaged in semester-long and short-term study abroad programs		181	209	216	235	241
Gender/ethnic diversity of undergraduate business and STEM graduates		30%	29%	28%	29%	38%
Publications and presentations featuring experiential learning and community engagement		11%	12%	15%	16%	17%
		430	487	(Nov 2017)	451	600
						Mirror university enrollment
GOAL 3 Community Engagement and Civic Responsibility:		PREV 3 YEARS	BASE 2015	ACTUAL 2016	ACTUAL 2017	GOAL 2022
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						VISION GOAL
Washington Monthly National University Ranking -- overall rank		36	20	71/303 23%	83/303 27%	Top 10%
Washington Monthly National University Ranking -- service rank		5	1	8/303 3%	48/303 16%	Top 5%
# of students completing intensive co-curricular service experience		230	247	227	372	500
% of third grade Deming Elementary students passing I-READ 3		85%	70%	66%	79%	90%
Patient visits to ISU health-related clinics		--	--	12,212	10,399	15,000
% of students voting in federal 2016, 2018, and 2020 elections to exceed national average for public universities		--	40% 2012 Presidential 12% 2014 Midterm	--	44% 2016 Presidential 19% Midterm	48% Presidential 19% Midterm
College completion rate of Vigo County students		85%	82%	--	--	85%
Number of businesses served by the Business Engagement Center and the Sycamore Innovation Lab		35	43	46	49	85
Total hours of community service (millions)		1.16	1.09	0.92	1.09	1.30
GOAL 4 Distinctive Programs and Experiences:		PREV 3 YEARS	BASE 2015	ACTUAL 2016	ACTUAL 2017	GOAL 2022
Strengthen, leverage, and develop distinctive academic programs and experiences to better prepare students and bring greater prominence to the University overall						VISION GOAL
Degrees conferred from programs of distinction		--	✓-	TBD	139	✓+
Publications and presentations featuring distinctive programs		--	✓-	TBD	--	✓+
National recognition of distinctive programs		--	✓-	TBD	--	✓+
% of departments that have incorporated community engagement and experiential learning in promotion and tenure (P&T) documents		✓-	✓-	TBD	--	100%
Foundational Studies structured to meet university vision		--	--	TBD	--	✓+
GOAL 5 Resources and Institutional Effectiveness:		PREV 3 YEARS	BASE 2015	ACTUAL 2016	ACTUAL 2017	GOAL 2022
Improve the utilization of University resources while expanding revenues and maintaining affordability						VISION GOAL
Student FTE per Faculty FTE		19.1	19.9	20.3	20.9	21.3
Student FTE per Staff FTE		10.7	11.0	10.4	10.9	12.5
Philanthropic funds expended on behalf of ISU (millions)		\$5.6	\$5.3	\$5.7	\$8.1	\$9.4
Uptime of Critical IT functions		--	99.6%	99.8%	99.9%	99.9%
Student affordability as measured by average net price for the income range of \$30,000 to \$48,000		\$9,670	\$9,376	\$9,222	\$9,283	<\$9,200*
Dollars allocated to deferred maintenance (millions)		\$5.1	\$4.9	\$5.2	\$5.4	\$6.6
GOAL 6 Employee Success:		PREV 3 YEARS	BASE 2015	ACTUAL 2016	ACTUAL 2017	GOAL 2022
Attract and retain great employees						VISION GOAL
Diversity index gap between students and faculty		13	14	16	20	5
# of minorities among executive group		6	7/44	10/46	8/44	10
# of minorities among staff		51	58/502	69/549	63/552	75
# of African American and Hispanic/Latino faculty		33	34	32	33	46
% of female full professors to total full professors		32%	32%	31%	32%	35%
New faculty hires obtaining tenure in seven years		48%	39%	56%	44%	45%
Median annual turnover of exempt/non-exempt staff at ISU versus peer institutions		--	--	--	13%/13% 10%/12.5%	40%
NSSE quality rating of educational experiences (four-point scale)		--	3.08	3.05	NSSE not administered	3.20

Source: ISU strategic planning website, <http://irt2.indstate.edu/cms7/sp16/assets/File/Primary%20Benchmarks%20DashboardDec2017.pdf>

President's Dashboard

Budget Management (University Totals)	PREV 3YR AVG	FY2015	FY2016	FY2017 ACTUAL	FY2017 PROJECTED	GOAL FY2022
Ratio FTE Student per FTE Faculty	19.1	19.9	20.3	20.9	20.8	21.3
Ratio FTE Student per FTE Staff	10.7	11.0	10.4	10.9	10.8	12.5
Annualized Hoosier FTE	8195	9,160	9,261	9,022	9,450	10,000
Net Operating Revenue Ratio	0.1	5.9%	-0.4%	2.0%	3.0%	6.0%
Composite Financial Indicator Score	4.3	3.7	2.1	2.6	2.6	5.5
Budget Management (Housing and Dining)	PREV 3YR AVG	FY2015	FY2016	FY2017 ACTUAL	FY2017 PROJECTED	GOAL FY2022
Increase in Net Assets	\$6,925,335	\$6,180,281	\$1,162,067	\$3,539,363	\$3,000,000	\$5,000,000
Net Operating Revenue Ratio	21.09%	15.94%	2.74%	8.00%	7.0%	7.0%
Primary Reserve Ratio	1.2	1.2	1.0	1.0	1.0	1.3
Return on Net Asset Ratio	0.1	7.8%	1.4%	4.1%	4.0%	5.0%
Viability Ratio	0.9	0.4	0.3	0.3	0.4	0.4
Composite Financial Indicator Score	6.1	5.2	3.4	4.4	5.3	5.3
Number of non-FTFT Freshman (excluding RA/APAs) in University Housing ⁵	1,760	1,884	1,923	1,980	1,950	2,200
Fall Occupancy (excluding RA/APAs) of Residence Halls and Apartments (week 5) ⁶	3,937	4,192	3,890	4,115	4,200	4,545
Meal Plans (average of first 5 weeks) ⁶	3,775	4,261	4,001	4,209	4,300	4,400
Budget Management (Athletics)	PREV 3YR AVG	FY2015	FY2016	FY2017 ACTUAL	FY2017 PROJECTED	GOAL FY2022
% Women Athletes	50.7%	48.9%	53.1%	50.4%	Match Cohort	Match Cohort
% Women in Cohort for Title IX Purposes	52.5%	53.4%	52.7%	53.8%	54.0%	55.0%
% of Operating Budget from Non-ISU Sources	27.0%	24.8%	22.7%	21.1%	35.0%	38.0%
Women's Equivalency (%)	41.9%	41.5%	41.5%	55.9%	Match Cohort	Match Cohort
Women's Equivalency (\$)	40.4%	39.5%	37.9%	42.6%	Match Cohort	Match Cohort
Commission on Higher Education Performance Priorities	PREV 3YR AVG	FY2015	FY2016	FY2017 ACTUAL	FY2017 PROJECTED	GOAL FY2022
Degree Completion - Indiana Residents						
Bachelors ¹	1,174	1,368	1,407	1,440	1,398	1,500
Masters ¹	269	271	360	375	375	450
Doctoral ¹	31	57	61	70	60	65
TOTAL ¹	1,474	1,696	1,829	1,885	1,780	2,015
At-Risk Student Degrees ²	456	535	554	615	700	800
Productivity Metrics - Indiana Residents						
On-Time Degrees ³	19.3%	21.9%	24.5%	26.6%	24.0%	30.0%
Indiana Residents in FTFTBDS Fall Freshman Cohort	2,233	2,433	2,059	2,155	2,400	2,500
Progression Point Metrics - Indiana Residents						
30 Credits ⁴	1,606	1,846	1,718	1,583	2,000	2,100
60 Credits ⁵	1,287	1,539	1,484	1,489	1,750	1,850

NOTES

¹ Indiana residents only (no CEP)

² BA/BS, Indiana residents, Pell-eligible in degree term (for May/Dec grads - Pell in that fiscal year, for Aug grads - Pell in prior fiscal year)

Not part of ISU's measure

³ Indiana residents, FTFT (first-time, full-time*) bachelors degree-seeking. * full-time = 12 or more credits enrolled in first semester of enrollment)

⁴ Resident, degree-seeking UG students completing their 30th hour at ISU in a fiscal year. Residency status based on residency as of fiscal year being reported.

⁵ Resident, degree-seeking UG students completing their 60th hour at ISU in a fiscal year. Residency status based on residency as of fiscal year being reported.

⁶ Housing metrics are for Fall (for example, FY 2017 has Fall 2017 data)

Source: ISU strategic planning website, <http://irt2.indstate.edu/cms7/sp16/assets/File/Presidents%20DashboardDec2017.pdf>

State Profile

The State of Indiana's Strategic Plan

Reaching Higher

In 2008, Indiana's first *Reaching Higher* strategic plan signaled a significant shift in focus – from college access to completion. While Indiana's longtime emphasis on expanding access had proved remarkably effective at enrolling record numbers of Hoosiers in college, it had not been nearly as successful at getting students to graduate. *Reaching Higher* refocused attention on student success and accelerated momentum to align Indiana's higher education system to meet the needs of the state's economy (Source: http://www.in.gov/che/files/77185_2016_RHDV_Report_Master.pdf).

Reaching Higher, Achieving More

In 2012, Indiana built on the original plan with *Reaching Higher, Achieving More*, rallying Hoosiers around the big goal of increasing the proportion of adults with quality education and training beyond high school to 60% of the state's population by 2025. *Reaching Higher, Achieving More* charted a clear vision for increasing college completion, promoting increased productivity to safeguard college affordability, and ensuring academic quality (Source: http://www.in.gov/che/files/77185_2016_RHDV_Report_Master.pdf).

Reaching Higher, Delivering Value

The third strategic plan, *Reaching Higher, Delivering Value*, focuses on increasing the value of higher education for individuals and the state and reflects their commitment to a student-focused, mission-driven, and workforce-aligned system of higher education (Bland, 2016). The plan outlines specific strategies designed to ensure that all Hoosier students have a clear path to college and career success while addressing key questions related to college value in the 21st Century:

- **Completion** – how to keep more students on track to graduate with minimal debt
- **Competency** – what degrees and credentials say about what students have learned and are able to do
- **Career** – how to ensure students are ready to succeed in fulfilling careers in support of a strong state

Reaching Higher, Delivering Value builds on Indiana's commitment to establish one of the best and most student-centered higher education systems in the nation. With clear goals and aligned metrics reflecting past progress and new realities, this strategic plan charts a course towards Indiana's goal to:

- close the college completion achievement gap
- increase the number of Hoosiers with postsecondary education and training to 60% of the state's population by 2025

Core Principles



1. Student-centered, recognizing the changing needs and demographics of Hoosier students and placing students at the center of each and every effort.









2. Mission-driven, recognizing Indiana's diverse landscape of public and private postsecondary institutions, each filling a distinct but integrated role within the higher education system.



3. Workforce-aligned, recognizing the increasing knowledge, skills and degree attainment needed for lifetime employment and ensuring Indiana's economic competitiveness.

Source: *Reaching Higher, Delivering More* strategic plan

CORE  Strategies		KEY  Metrics
COMPLETION GOAL: By 2020, Indiana students will have clear and affordable paths to timely college completion that include purposeful planning, rigorous preparation and proactive support.	1. Increase college affordability through simplified saving, reduced college costs and student-friendly financial practices.	Percentage of total college costs financed through student loan debt.
	2. Improve college readiness through more rigorous academic preparation and student support at key transition points.	Percentage of high school graduates who are prepared for college-level coursework.
	3. Strengthen student support through guided pathways and proactive advising practices that keep students on track to graduate.	Percentage of students who complete college (and percent completing on time).
CORE  Strategies		KEY  Metrics
COMPETENCY GOAL: By 2020, Indiana college degree programs will have clearly defined student learning outcomes, comparable measures of student learning and flexible options for accelerated completion.	1. Define learning outcomes for college programs in clear, consistent terms that are transparent to students and are aligned with the expectations of employers and continued education.	Percentage of graduates who say their college prepared them well for life outside of college.
	2. Measure student learning consistently, continuously and transparently with a multi-faceted approach that includes assessments and portfolios of student work.	Percentage of college graduates who demonstrate mastery of core competencies on comparable measures of student learning outcomes.
	3. Encourage innovative competency-based approaches that free colleges and students from the traditional restrictions of credit hours and academic calendars.	Percentage of college students enrolled in competency-based education programs.
CORE  Strategies		KEY  Metrics
CAREER GOAL: By 2020, Indiana high school and college graduates will engage in intentional career preparation as a core component of their education experience.	1. Ensure intentional career planning from K-12 through college completion.	Percentage of graduates who start and finish in the same college meta-major (grouping of related college majors).
	2. Integrate workplace experiences in high school and college that help students apply their learning, connect with employers and develop marketable skills.	Percentage of graduates who complete an internship or related workplace experience during college.
	3. Streamline job placement practices that smooth college graduates' transition to careers and advanced education.	Percentage of alumni who say their college helped them find their first job after graduation.

Source: *Reaching Higher, Delivering More* strategic plan

Reaching Higher, Delivering Value will be supported by the [Indiana College Value Index](#), a first-of-its-kind effort designed to help Hoosiers get the best possible return on their higher education investment. The College Value Index aims to help students answer one of the most fundamental questions in postsecondary education today:

Will I **graduate** with the **skills** needed to find gainful **employment**?

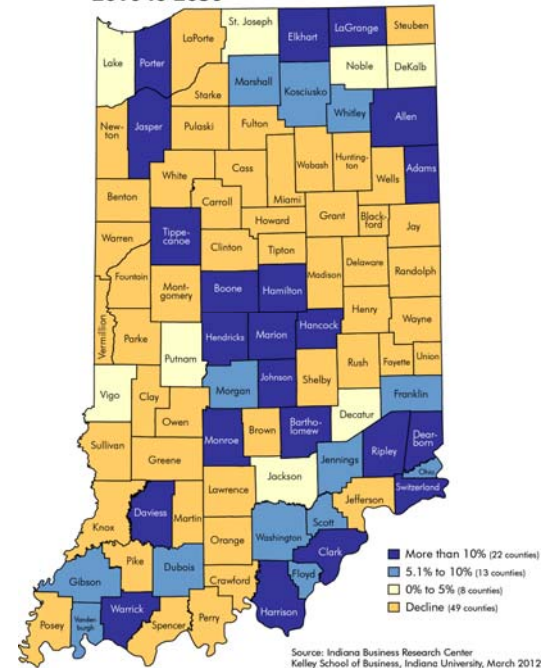
Demographics

Total Population

Hoosier students account for the bulk of Indiana State University's enrollment every year. By 2050, Indiana's total population is expected to increase by 15.4%, but as can be seen in the map to the right, large segments of the state will experience population declines. The State's population will become increasingly diverse as the state's Hispanic, "Two or More Races," Asian, and African American populations grow rapidly. Indiana's Caucasian and American Indian populations will grow as well, although at a more modest pace. In fact, while the State's Caucasian population will increase by 8% between 2005 and 2030, its share of total population will decline (Source: Indiana Business Research Center).

While racial and ethnic composition will shift, the State is and will remain much less diverse than the nation. A comparison of Indiana projections to national projections produced by the U.S. Census Bureau reveals that Indiana's share of total population that is Caucasian will be nine percentage points higher than the nation. Each of the other race and ethnic groups will hold a higher proportion nationally – most notably the Hispanic population, which is expected to make up almost a quarter of the U.S. population in 2030, compared to just 8% in Indiana (Source: Indiana Business Research Center).

Percent Change in Total Population, 2010 to 2050



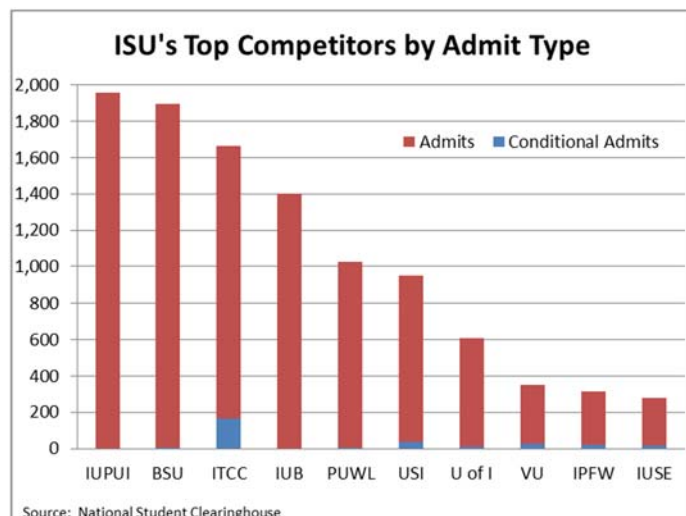
High School Graduates

The State has experienced an increase in high school graduates over the past five years, as seen in the table to the right. This trend is expected to continue, with high school graduate composition expected to show the following changes:

- Hispanics will increase (from 3% to 8%)
- African Americans will remain constant (about 8%)
- Caucasians will decline (from 87% to 80%)

College Preparation

SAT and ACT test scores are critical indicators of college readiness, and as can be seen in the table to the right, the students attending ISU come with the lowest SAT and ACT scores of all of the public institutions in the state, although they retain at a slightly higher rate than institutions with similar scores.



ISU's High School Graduates

County	2012	2013	2014	2015	2016	5Yr Change
Indiana	63,866	64,906	66,631	65,982	66,089	3.48%
5-County Area*	1,699	1,691	1,736	1,681	1,651	-2.83%
Vigo	920	888	900	905	855	-7.07%

*Vigo County and its four contiguous counties (Clay, Parke, Sullivan, and Vermillion)

Source: Blue Reports

Indiana Public Institutions - Retention & Test Scores

Institution	Full-time Retention Rate	SAT				ACT	
		Critical Reading		Math		Composite	
		25th	75th	25th	75th	25th	75th
IU-B	91	520	630	540	660	24	30
PU-WL	91	520	630	550	690	25	31
BSU	81	500	590	490	580	20	24
IUPUI	74	440	560	450	570	19	26
USI	70	450	540	440	540	19	25
IU-E	67	420	520	410	520	18	23
IU-NW	65	420	500	400	510	18	23
PU-C	65	430	530	430	540	18	24
ISU	64	400	510	390	510	16	22
IU-SB	64	420	520	420	530	18	23
IU-K	63	410	520	420	510	18	23
IU-SE	62	420	530	410	510	17	23
IUPUI	61	430	540	430	540	18	24
PU-NC	53	440	530	430	520	19	23
VU	54						
ITCC	49						

Source: Integrated Postsecondary Education Data System, 2016 data

The public institutions with whom ISU competes for students are displayed to the left. The figures shown are the number of 2015-2017 freshmen admitted to ISU who enrolled elsewhere.

Indiana Public Institutions - Total and Distance Course Enrollments

Fall	Description	BSU	ISU	IU-B	IU-E	IU-K	IU-NW	IUPUI	IUPUI	IU-SB	IU-SE	ITCC	PU-C	PU-WL	PU-NC	USI	VU
2016	UG Total	17,011	11,202	39,184	4,287	3,977	5,244	11,453	21,748	6,653	5,486	78,910	8,321	31,105	6,064	9,585	18,897
2016	UG All Distance	769	1,405	94	1,694	227	319	562	1,110	222	427	14,296	1,498	298	151	626	896
2016	UG Some Distance	4,972	2,567	3,272	810	907	1,593	3,457	7,721	1,970	1,525	20,515	1,635	4,608	1,009	3,326	1,255
2016	UG No Distance	11,270	7,230	35,818	1,783	2,843	3,332	7,434	12,917	4,461	3,534	44,099	5,188	26,199	4,904	5,633	16,746
2016	GR Total	4,987	2,363	10,511	192	129	347	557	8,056	532	388		873	10,408	28	1,083	
2016	GR All Distance	3,328	962	2,521	109	12	39	101	837	17	37		130	1,810	0	708	
2016	GR Some Distance	326	307	314	25	10	95	147	929	42	53		105	369	0	58	
2016	GR No Distance	1,333	1,094	7,676	58	107	213	309	6,290	473	298		638	8,229	28	317	
2012	UG Total	16,652	10,076	32,371	4,052	3,581	5,636	13,117	22,271	7,860	6,203	100,272	8,912	31,284	5,982	9,498	17,530
2012	UG All Distance	425	935	34	974	96	119	619	1,448	104	84	15,513	1,361	359	123	688	1,055
2012	UG Some Distance	3,387	1,658	1,347	1,032	772	909	2,770	6,572	1,281	441	27,308	1,690	3,408	1,066	2,139	1,244
2012	UG No Distance	12,840	7,483	30,990	2,046	2,713	4,608	9,728	14,251	6,475	5,678	57,451	5,861	27,517	4,793	6,671	15,231
2012	GR Total	4,401	2,038	9,762	134	138	548	654	8,180	630	701		1,142	9,109	66	969	
2012	GR All Distance	2,349	872	1,214	31	6	63	39	1,239	24	63		204	744		629	
2012	GR Some Distance	444	186	283	3	6	33	58	1,468	94	87		273	368		97	
2012	GR No Distance	1,608	980	8,265	100	126	452	557	5,473	512	551		665	7,997	66	243	

Source: Integrated Postsecondary Education Data System

Indiana Public Institutions - 2017 College Ranking Criteria

Institution	2016		2016		2016		SAT		Freshmen in		Alumni	
	Avg. Peer Score	1-Yr Retention	Predicted Grad Rate	Actual Grad Rate	Over/Under	% Classes Under 20	% Classes Over 50	Scores (25th - 75th)	Top 10% *	Acceptance Rate	Giving Rate	
BSU	2.6	81%	57%	62%	+5	42%	6%	990-1170	17%	62%	9%	
ISU	2.5	64%	41%	38%	-3	29%	10%	790-1020	9%	86%	4%	
IU-B	3.6	90%	72%	76%	+4	35%	18%	1060-1290	35%	79%	11%	
IU-E	2.3	66%	38%	32%	-6	66%	2%	830-1040	27%	60%	6%	
IUNW	2.5	67%	35%	23%	-12	45%	6%	820-1010	32%	76%	5%	
IUPUI	2.9	73%	51%	47%	-4	34%	11%	890-1130	16%	74%	7%	
IUPUIFW	2.8	65%	44%	24%	-20	50%	4%	860-1080	35%	71%	N/A	
IU-SB	2.6	65%	40%	28%	-12	41%	3%	840-1050	29%	77%	5%	
IU-SE	2.5	62%	41%	31%	-10	51%	1%	17-23	31%	84%	6%	
PU-NC	2.8	61%	48%	28%	-20	46%	4%	860-1070	34%	54%	N/A	
PU-WL	3.8	92%	70%	77%	+7	38%	18%	1080-1330	43%	56%	19%	
USI	2.5	71%	44%	38%	-6	39%	5%	890-1080	37%	92%	3%	

* Top 25% used for Regional rankings

Source: U.S. News & World Report

Performance Funding

Indiana's economic health depends on a well-educated workforce. Over 60% of all new jobs today require a college credential, but just over 30% of Hoosiers meet this criteria. The world has shifted to a knowledge-based economy and Indiana will be left behind unless this measure is dramatically improved. A key strategy in addressing this shortfall is a performance funding approach which promotes improvement, encourages innovation, drives greater operating efficiency and ensures a better return on investment for students and taxpayers alike.

Historically, support for Indiana's colleges and universities was determined primarily by the change in the number of students enrolled in a given year and equity adjustments. Performance funding began in Indiana in 2003 with an incentive for Indiana's public research institutions. Since then, the formula has evolved each biennium to shift the focus to metrics which measure outputs directly tied to the student success and completion outcomes our economy needs. The formula now rewards institutions when they do a better job of graduating students (Source: [Reaching Higher, Delivering Value](#))

Indiana State University submits its budget request, which includes performance funding metrics, to the State for funding consideration every two years. The chart below illustrates the results of the metrics submitted by each of the Indiana public institutions for the current biennium.

Performance Funding in Indiana

2003	2005	2007	2009	2011	2013	2015	2017
Enrollment Change (credit hours enrolled)	Enrollment Change (credit hours enrolled)	Enrollment Change (credit hours enrolled)	Enrollment Change (successfully completed credit hours)	Enrollment Change (successfully completed credit hours)			
Inflation Adjustments	Inflation Adjustments	Inflation Adjustments		Enrollment Change Dual Credit (successfully completed credit hours)			
					Student Persistence Incentive	Student Persistence Incentive	Student Persistence Incentive
					Remediation Success Incentive	Remediation Success Incentive	Remediation Success Incentive
Equity Adjustment	Equity Adjustment	Equity Adjustment					
Plant Expansion/Leases							
Research Support Incentive	Research Support Incentive	Research Support Incentive	Research Support Incentive	Research Support Incentive			
		Change in Number of Degrees	Change in Number of Degrees	Change in Number of Degrees	Change in Number of Degrees/Certificates	Change in Number of Degrees/Certificates	Change in Number of Degrees/Certificates
			Low-Income Degree Completion	Low-Income Degree Completion	At-Risk Student Degree Completion	At-Risk Student Degree Completion	At-Risk Student Degree Completion
					High-Impact Degree Completion	High-Impact Degree Completion	High-Impact Degree Completion
		Change in On-Time Graduation Rate	Change in On-Time Graduation Rate	Change in On-Time Graduation Rate	Change in On-Time Graduation Rate	Change in On-Time Graduation Rate	Change in On-Time Graduation Rate
					Institution Defined Productivity Metric	Institution Defined Productivity Metric	
		Two-Year Transfer Incentive	Two-Year Transfer Incentive				
			Workforce Development Incentive (funding non-credit coursework)				

Source: ICHE (https://www.in.gov/che/files/2017_Pf_Evolution_Table_Portrait_6_20_17.pdf)

2017-2019 Performance Funding Outputs

2017-2019 PFF Metric Outputs			IUB	IUE	IUK	IUNW	IUPUI: GA	IUSB	IUSE	PUWL	PNW	IPFW	BSU	ISU	USI	VU	ITCCI
Overall Degree Completion Metric	18-29 Cr Cert	Change in Average														0	1,150
	1 Yr Cert	Change in Average														410	3,387
	Associate	Change in Average														358	1,729
	Bachelor	Change in Average	349	152	118	81	346	156	93	-348	305	173	487	174	132	30	
	Master	Change in Average	-52	19	-6	-20	-137	-50	-35	32	132	-22	115	31	50		
	Doctoral	Change in Average	7	0	0	0	8	0	0	11	0	0	10	3	4		
At-Risk Degree Completion Metric	18-29 Cr Cert	Change in Average														-5	716
	1 Yr Cert	Change in Average														189	1,946
	Associate	Change in Average														143	1,491
	Bachelor	Change in Average	288	79	83	49	431	129	88	57	107	143	220	97	27	-3	
High Impact Degree Completion Metric	Bachelor	Change in Average	215				98			-85			79				
	Master	Change in Average	-2				-13			30			-7				
	Doctoral	Change in Average	5				1			15			-1				
Student Persistence Metric	15 CH	Change in Average														-331	-7,767
	30 CH (2 YR)	Change in Average														-109	-3,391
	30 CH (4 YR)	Change in Average		37	147	4		-16	62		-233	-405		376	-14		
	45 CH	Change in Average														-148	-985
	60 CH	Change in Average		46	112	1		-38	-23		-1,416	-153		306	-8		
Remediation Success Metric	Math Only	Change in Rate														+3.4	+1.9
		Change in Average*														20	163
	English Only	Change in Rate														+3.6	+1.3
		Change in Average*														11	48
	Math & English	Change in Rate														+2.2	+4.5
		Change in Average*														21	279
On-Time Graduation Rate Metric	2-Year	Change in Rate														+1.8	+1.7
		Change in Average*														34	127
	4-Year	Change in Rate	+7.3	+5.8	+7.8	+0.7	+4.0	+2.1	+3.4	+6.1	+3.4	+3.9	+9.6	+0.3	+3.4	+8.2	
		Change in Average*	332	19	28	5	97	18	25	229	44	42	315	6	63	9	

Source: Indiana Commission on Higher Education, <http://www.in.gov/che/files/Outputs%202017-2019.pdf>

ISU Student Profile

Enrollment

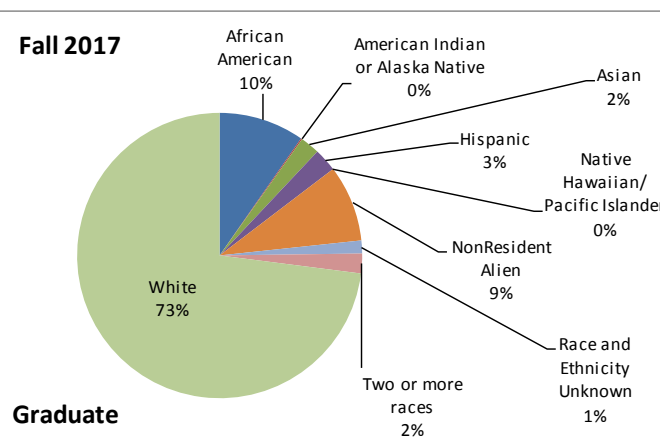
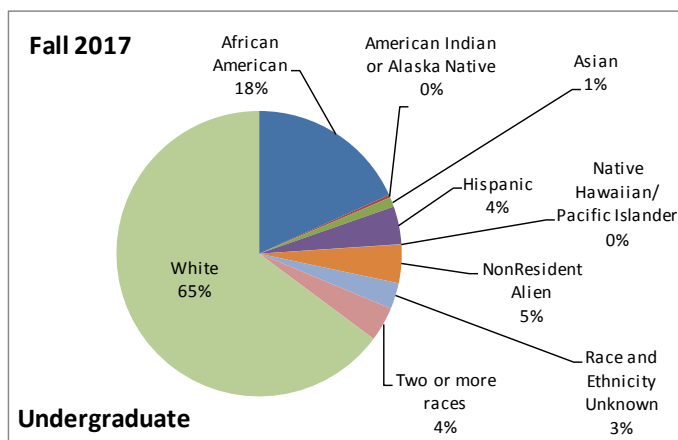
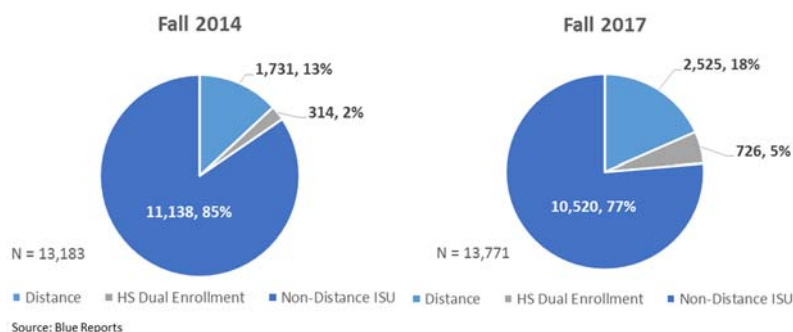
Since the previous environmental scan, enrollment has increased 13.7%, from 12,114 in Fall 2012 to 13,771 in Fall 2017. Undergraduate enrollments have increased by 15% and graduate enrollments have increased by 7%; however, at the graduate level, those gains have been lost, with the Fall 2017 headcount returning to Fall 2013 levels (see Enrollment Trends table below).

Enrollment Trends

Fall	UG	GR	Total	1Yr Change		
				UG	GR	TOT
2012	10,076	2,038	12,114			
2013	10,268	2,180	12,448	1.9%	7.0%	2.8%
2014	10,881	2,302	13,183	6.0%	5.6%	5.9%
2015	11,257	2,327	13,584	3.5%	1.1%	3.0%
2016	11,202	2,363	13,565	-0.5%	1.5%	-0.1%
2017	11,591	2,180	13,771	3.5%	-7.7%	1.5%

Source: Official Reports and Blue Reports

Distance, Non-Distance, and Dual Credit Enrollments



New Freshmen

In Fall 2017, 63% of first-time, full-time freshmen were in the top half of their high school class with 28% ranking in the top quarter and 10% in the top tenth. Nearly 90% have a 2.5 or higher HS GPA, while almost 55% have at least a 3.0 HS GPA and 28% have a 3.5 or higher HS GPA. Average GPA was 3.12. Characteristics include:

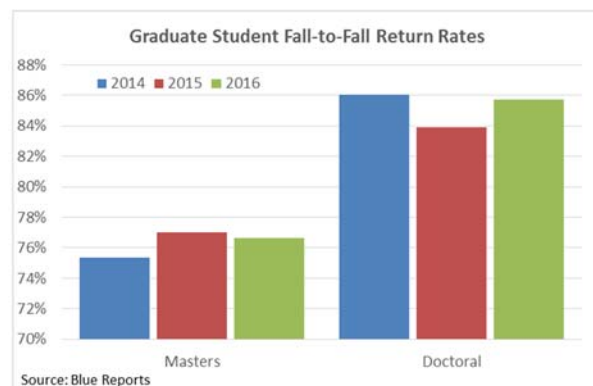
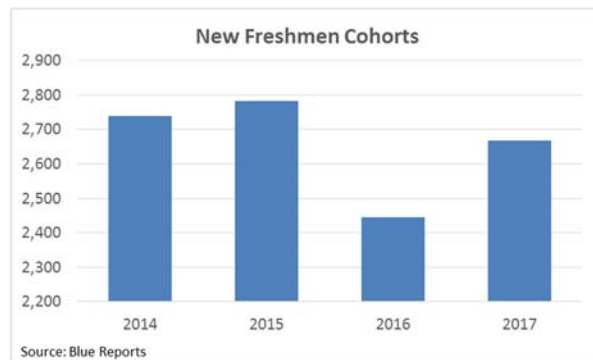
- 56% are female
- 81% are Hoosiers
- 67% live on campus
- 55% have Pell grants
- 26% are African American
- 61% are Caucasian

Graduate Students

Following national trends, ISU's graduate enrollments declined from Fall 2016 to Fall 2017. However, ISU fell at a higher rate of 7%. Other ISU graduate student characteristics include:

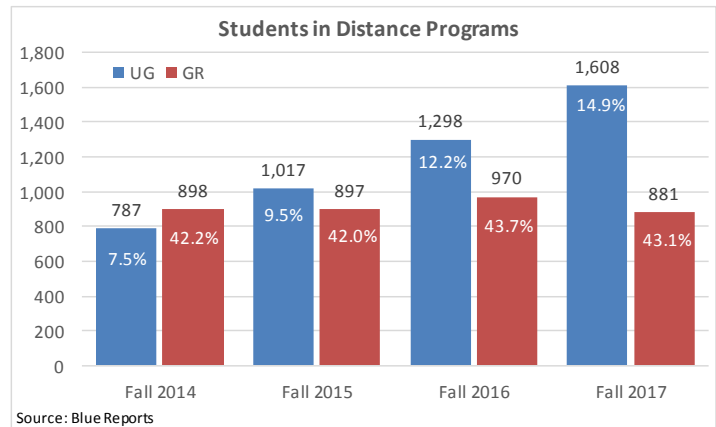
- 63% are female
- 19% are minorities
- 80% are Caucasian
- 62% are masters level
- 28% are doctoral level

Source: ISU Common Data Set and Blue Reports



Distance Education

Distance education continues to impact the enrollment mix. The percentage of degree-seeking undergraduate students in distance programs has doubled from 7.5% in 2014 to 15% in 2017. At the graduate level, a much larger proportion of students are in distance programs. The percentage of degree-seeking graduate students enrolled in distance programs has remained steady since 2014 at approximately 43%.



Retention and Graduation

In the last five years, our overall first-time, full-time, baccalaureate degree-seeking student 4-year graduation rate has improved 9 percentage points. The latest 1-year retention rate has improved 7 percentage points since 2014. We have seen improvements across the board, yet significant gaps remain between some categories (see below).

First-Time, Full-Time Baccalaureate Degree-Seeking Freshmen

Start Term	Total				Unconditional Admits				Conditional Admits			
	Cohort Count	1-Year Retention	4-Year Graduation	6-Year Graduation	Cohort Count	1-Year Retention	4-Year Graduation	6-Year Graduation	Cohort Count	1-Year Retention	4-Year Graduation	6-Year Graduation
Fall 2008	1,832	63.92%	19.60%	39.63%	1,354	67.58%	24.82%	46.23%	478	53.56%	4.81%	20.92%
Fall 2009	1,801	63.91%	21.88%	40.81%	1,441	68.56%	26.23%	46.08%	360	45.28%	4.44%	19.72%
Fall 2010	2,566	58.11%	19.41%	38.31%	2,068	61.94%	23.07%	43.04%	498	42.17%	4.22%	18.67%
Fall 2011	2,512	60.59%	23.37%	38.65%	2,219	63.09%	25.73%	41.51%	293	41.64%	5.46%	17.06%
Fall 2012	2,657	63.53%	25.74%		2,324	66.09%	28.40%		333	45.65%	7.21%	
Fall 2013	2,653	64.46%	28.72%		2,353	66.68%	30.60%		300	47.00%	14.00%	
Fall 2014	2,734	64.26%			2,426	65.25%			308	56.49%		
Fall 2015	2,771	64.20%			2,444	66.57%			327	46.48%		
Fall 2016	2,433	67.82%			2,220	69.46%			213	50.70%		
Fall 2017	2,681				2,412				269			

Start Term	African Americans				Hispanics				Whites			
	Cohort Count	1-Year Retention	4-Year Graduation	6-Year Graduation	Cohort Count	1-Year Retention	4-Year Graduation	6-Year Graduation	Cohort Count	1-Year Retention	4-Year Graduation	6-Year Graduation
Fall 2008	316	60.44%	8.86%	24.68%	37	67.57%	8.11%	32.43%	1358	64.36%	21.94%	43.37%
Fall 2009	348	54.31%	9.48%	23.28%	36	63.89%	16.67%	38.89%	1315	65.93%	25.40%	45.93%
Fall 2010	579	43.52%	8.81%	21.93%	75	46.67%	9.33%	29.33%	1763	63.30%	23.31%	44.41%
Fall 2011	549	51.37%	11.66%	27.32%	90	55.56%	13.33%	28.89%	1696	63.09%	27.36%	42.33%
Fall 2012	655	52.37%	10.99%		103	61.17%	10.68%		1666	67.47%	30.91%	
Fall 2013	723	55.60%	16.74%		120	48.33%	19.17%		1572	68.83%	33.84%	
Fall 2014	654	53.82%			103	57.28%			1728	68.06%		
Fall 2015	666	54.20%			132	61.36%			1734	67.76%		
Fall 2016	634	57.57%			125	64.00%			1484	72.37%		
Fall 2017	680				167				1631			

Start Term	Pell				Non-Pell			
	Cohort Count	1-Year Retention	4-Year Graduation	6-Year Graduation	Cohort Count	1-Year Retention	4-Year Graduation	6-Year Graduation
Fall 2008	663	59.43%	13.73%	31.37%	1,169	66.47%	22.93%	44.31%
Fall 2009	809	56.86%	15.45%	30.41%	992	69.66%	27.12%	49.29%
Fall 2010	1,325	51.25%	14.19%	30.26%	1,241	65.43%	24.98%	46.90%
Fall 2011	1,285	56.50%	16.58%	31.36%	1,227	64.87%	30.48%	46.29%
Fall 2012	1,413	58.32%	17.91%		1,244	69.45%	34.65%	
Fall 2013	1,490	59.40%	21.01%		1,163	70.94%	38.61%	
Fall 2014	1,466	59.69%			1,268	69.56%		
Fall 2015	1,476	60.70%			1,295	68.19%		
Fall 2016	1,246	63.96%			1,187	71.86%		
Fall 2017	1,476				1,205			

Source: Blue Reports

Sources

NOTE – all sources retrieved as of 2/16/18

Pathway to Success strategic plan – <http://irt2.indstate.edu/cms7/sp/>

Environmental Scan – <http://irt2.indstate.edu/cms7/ir/index.cfm/isu-data/archive/environmental-scan-fall2012/>

There's More to Blue strategic plan – <http://irt2.indstate.edu/cms7/sp16/>

There's More to Blue primary benchmarks –

<http://irt2.indstate.edu/cms7/sp16/assets/File/Primary%20Benchmarks%20DashboardDec2017.pdf>

Pathway to Success president's dashboard –

<http://irt2.indstate.edu/cms7/sp16/assets/File/Presidents%20DashboardDec2017.pdf>

Reaching Higher, Delivering Value strategic plan – http://www.in.gov/che/files/77185_2016_RHDV_Report_Master.pdf

D. Bland, Message from the Chair – http://www.in.gov/che/files/77185_2016_RHDV_Report_Master.pdf

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Performance Funding in Indiana – http://www.in.gov/che/files/2017_PF_Evolution_Table_Portrait_6_20_17.pdf

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Common Data Set – <http://irt2.indstate.edu/cms7/ir/assets/File/CDS17.pdf>