

2016 Strategic Plan Key Question Committee – Final Report

Question(s): Review of Pathway to Success

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Summary:

Each remaining applicable initiative in the 2009 Strategic Plan was reviewed and a recommendation given.

Recommended Actions Summary

Goal 1 Initiative 1 – Increase Retention/Grad for Transfer Students	Modify and continue in new plan
Goal 1 Initiative 2 – COT Math Intervention	Baseline and Expand
Goal 1 Initiative 5 Enhance Grad Education	Baseline Grad Fair; Include other efforts in new plan
Goal 1 Initiative 6 Enhance the Gathering and Use of Information	Modify and continue in new plan
Goal 1 Initiative 7 Create a Comprehensive Wellness Program	Baseline program into Student Health Promotions.
Goal 1 Initiative 8 Retention for African American Students	Modify and continue in new plan
Goal 1 Initiative 10—Student Government Association	Baseline Budget
Goal 1 Initiative 11D—Persistence to Completion	Modify and continue in new plan
Goal 1, Initiative 12 - Co-Curricular Life	Baseline Budget
Goal 2, Initiative 1 Student Research and Creativity	Baseline Budget
Goal 3, Initiative 5 - Energize Downtown	Baseline Budget
Goal 3, Initiative 3 – American Democracy	Baseline Budget
Goal 5, Initiative 1 – Enhance Grant and Contract Activity	Baseline Budget
Goal 5, Initiative 2 – Engagement of Alumni	Baseline Budget or Discontinue
Goal 5, Initiative 3 - Open Educational Resources	Continue as is
Goal 6 Initiative 1—Enhance the Quality of Life for Faculty and Staff	Modify and continue in new plan

Background:

The Strategic Plan is in its 6 year and many of its initiatives have been either closed or baselined. However, there are still 17 initiatives that remain active and are needing review. For these remaining initiatives, our charge as a committee was to examine benchmarks and actual achievements relative to current priorities and determine what goals and initiatives should be carried forward in the new plan. What initiatives should be “institutionalized” into regular operations? What initiatives should be dropped or altered?

Analysis Methods:

To accomplish this, we broke into teams of two people and each took 3-4 initiatives to review.

Each group is examining the initiatives within the following framework:

- 1) *Did it achieve its goals and how much is there left to do?*
 - a. *How much remaining potential impact exists?*
- 2) *How mature is the initiative?*
- 3) *How relevant is the initiative to the University's strategic direction at this time?*
- 4) *How cross functional is it? Is it one department or many that are involved?*
- 5) *How great is the WOW FACTOR? How COOL is it?*

To close the review, a recommendation is being given from the following possibilities:

- *Continue in new plan as is?*
- *Modify and continue in new plan?*
- *Add to department(s) operational budget (base line)?*
- *Retire initiative as either goal is met or initiative is no longer relevant?*

Key Findings and Recommended Actions:

Initiative Name: Goal 1 Initiative 1 – Increase Retention/Grad for Transfer Students

Recommended Action: Modify and Continue

This effort still needs to be front and center as it is key to achieving higher enrollment and graduation numbers, and there is still much work to be done. According to Blue Reports data, transfer retention and graduation numbers have stayed relatively close to previous averages – in some cases improving and in some cases dropping off a bit. What was not clear to some was how tightly integrated this initiative was to other transfer related work going on around campus. This past year the integration appeared to be better but it is not clear if this comprised all the University’s transfer projects or just a small subset. It is also not clear what all was done across the University to improve these statistics. This should be a wide-spread, cross departmental effort with many sub-projects on order to move the numbers.

This initiative, in some form, should continue in the new strategic plan. Therefore, it is recommended that this initiative be reviewed closely, modified, and continued. In the future plan, all major transfer efforts should fall under this initiative if it is to continue so they can be documented and benchmarked.

Initiative Name: Goal 1 Initiative 2 – COT Math Intervention

Recommended Action: Baseline into COT operating budget and expand

As this initiative directly affects retention and graduation of transfers, the work is still very relevant and key to the strategic direction of the University. This initiative has been confined to the College of Technology – but could and should be applied elsewhere. Both retention and graduation percentages in the College of Technology are up significantly since the program’s inception, and that even with an increasing number of transfers coming in.

			Fall 2006	Fall 2007	Fall 2008	Fall 2009	Fall 2010	Fall 2011	Fall 2012	Fall 2013	Fall 2014	Fall 2015
Year 1	Fall	Enrolled at Census	74	57	62	62	94	96	93	127	118	174
		Cohort Graduates										
		Cohort Retention %	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
		Cohort Graduation %										
	Spring	Enrolled at Census	69	49	59	58	84	83	81	116	113	11
		Cohort Graduates										
Year 2	Fall	Cohort Retention %	93.24%	85.96%	95.16%	93.55%	89.36%	86.46%	87.10%	91.34%	95.76%	6.32%
		Cohort Graduation %										
		Enrolled at Census	62	43	47	58	78	70	70	105	102	
		Cohort Graduates						1	2	3	7	
	Spring	Cohort Retention %	83.78%	75.44%	75.81%	93.55%	82.98%	72.92%	75.27%	82.68%	86.44%	
		Cohort Graduation %						1.04%	2.15%	2.36%	5.93%	
		Enrolled at Census	57	40	44	51	70	64	64	95	33	
		Cohort Graduates		3		4	4	5	6	13	7	
		Cohort Retention %	77.03%	70.18%	70.97%	82.26%	74.47%	66.67%	68.82%	74.80%	27.97%	
		Cohort Graduation %		5.26%		6.45%	4.26%	5.21%	6.45%	10.24%	5.93%	
Year 3	Fall	Enrolled at Census	53	28	42	36	61	50	44	63		
		Cohort Graduates	3	7	6	17	15	16	26	41		
		Cohort Retention %	71.62%	49.12%	67.74%	58.06%	64.89%	52.08%	47.31%	49.61%		
		Cohort Graduation %	4.05%	12.28%	9.68%	27.42%	15.96%	16.67%	27.96%	32.28%		

This initiative should be baselined in the College of Technology and looked at as a model of how to remove math skills as an obstacle for transfers in other areas of the University as appropriate.

Initiative Name: Goal 1 Initiative 5 Enhance Grad Education

Recommended Action: Baseline Grad Fair; Include other efforts in new plan

The two major efforts in this initiative are the Hoosier First mini-grants, which allow departments to apply for funds to support activities to recruit graduate students, and the newly created graduate recruitment fair. It seems like a grad fair is long overdue, and numbers on the inaugural effort were promising with over a hundred attendees and 94 applications received. We recommend making funding for this effort part of the Grad office's baseline budget as long as it is run well and numbers stay strong. Concerning the Hoosier First mini-grant, it is recommended that metrics be mined and reviewed more closely for those that were awarded mini-grants. Some programs that received money grew, but some, such as Criminal Justice and EES actually went down. This could be because of factors easily explained, but more study is needed. Overall we believe the concept is sound, but results are mixed so the initiative should be reviewed carefully.

Supporting Data - Total Grad Enrollment by College and Department

	Fall 2012	Fall 2013	Fall 2014	Fall 2015
All Major Colleges	2,038	2,180	2,302	2,327
Bayh College of Education	644	653	707	710
CD & Coun, School, & Ed Psych	153	135	128	130
Educational Leadership	280	296	370	382
Teaching & Learning	211	222	209	198
College of Arts & Sciences	500	458	477	488
Art & Design	24	15	14	20
Biology	110	96	102	107
Communication	14	13	6	9
Criminology & Criminal Justice	82	62	71	68
Earth & Environmental Sys	28	30	25	22
English	22	15	16	14
History	14	11	22	32
Languages, Literatures&Linguis	40	37	30	24
Math Computer Science	38	55	69	83
Music	12	8	8	6
Political Science	57	64	69	60
Psychology	59	52	45	43
College of Grad & Prof Studies	37	53	40	47
Graduate	37	53	40	47
College of Hlth and Human Serv	472	569	615	654
Advanced Practice Nursing	271	278	289	285
Applied Health Sciences	45	72	87	77
Applied Medicine & Rehab	79	108	135	184
Kinesiology, Recreation, & Sport	77	103	89	84
Social Work		8	15	24
College of Technology	325	377	374	340

Appl Engineer & Tech Mgt	12	24	27	18
Built Environment	43	69	61	69
College of Technology	79	100	91	81
Elctrncs & Comp Engineer Tech	54	64	89	83
HRD and Performance Tech	137	120	106	89
Scott College of Business	60	70	89	88
Master of Business Adm	60	70	89	88

Initiative Name: Goal 1 Initiative 6 Enhance the Gathering and Use of Information to Advance ISU’s Strategic Priorities

Recommended Action: Modify into new plan—what has been done thus far provides a solid base line to move forward from. New points of emphasis must relate to changes in the strategic plan.

- 1) Did it achieve its goals and how much is there left to do? It appears that solid progress has occurred in making data more available and that the various departments are working together in sharing appropriate data with one another. That said, the target/goal seems to be constantly in motion, making it very difficult to say that the goals have been met in their entirety. While much has been accomplished, there will always be work left to do.
 - a. How much remaining potential impact exists? With the target in flux, the potential impact is still “out there.” Collaboration and sharing of information among departments across campus will enhance the impact of data collection. Remaining impact could be great.
- 2) How mature is the initiative? This initiative is just reaching the “age of reason” where the true impact will be seen and felt.
- 3) How relevant is the initiative to the University’s strategic direction at this time? The points of emphasis will change as the University moves forward, but it will remain extremely relevant to monitoring the overall work of the institution.
- 4) How cross-functional is it? Is it one department or many that are involved? This initiative is dependent on its cross-functionality. Data from multiple sources is necessary, so many departments are involved.
- 5) How great is the WOW FACTOR? How COOL is it? Data is notoriously low on the COOL factor, but it’s the data that corroborates the WOW things happening on campus.

Initiative Name: Goal 1 Initiative 7 Create a Comprehensive Wellness Program

Recommended Action: Baseline program into Student Health Promotions.

- 1) Did it achieve its goals and how much is there left to do? From the 2015 report it appears that the goals have overwhelmingly been met. The “It’s On Blue” campaign was carried out this fall, as well as the third year of the Designated Walker program. Interviews for the associate Director for Student Wellness were conducted last spring—assuming that was a successful search the additional staff member in this area will assist in meeting the remaining needs related to nutrition and over-all care for self.

- a. How much remaining potential impact exists? While student wellness must always be a priority, this initiative appears to have met its potential impact. The majority of programs have been implemented.
- 2) How mature is the initiative? This initiative appears to have met its maturity.
- 3) How relevant is the initiative to the University's strategic direction at this time? Going forward issues of nutrition, sleep, and drug abuse could be tied through Student Success and the University College.
- 4) How cross-functional is it? Is it one department or many that are involved? This initiative appears to have been focused almost solely in one department, with a few activities crossing over departmental lines.
- 5) How great is the WOW FACTOR? How COOL is it? Many of these programs (e.g. pillow give-away, designated walker) had WOW factors. Other programs (e.g. influenza vaccines, alcohol education prevention, while necessary, lack the WOW promotion factor.

Initiative Name: Goal 1 Initiative 8 Retention for African American Students

Recommended Action: Modify and continue in new plan. Much has been accomplished in the past five years; build a new initiative based on the past successes. Broaden focus to include other minority students (e.g. Latinos) or create a separate initiative for other minority groups.

- 1) Did it achieve its goals and how much is there left to do? This initiative has met many of its goals (e.g. increasing the retention rate of African American students, development of a UNIV 101 course, ISUccceed), however there is still a great deal that can be done.
 - a. How much remaining potential impact exists? There will always be remaining potential impact with this initiative.
- 2) How mature is the initiative? While very mature, the heart of this initiative (addressing minority student issues) is an ongoing need for the University.
- 3) How relevant is the initiative to the University's strategic direction at this time? This initiative is central to the University's direction at this time. We have declared our niche as a first generation regional campus; as such, we must include an initiative to address minority student needs and assist them in being successful.
- 4) How cross-functional is it? Is it one department or many that are involved? Much of what has been done with this initiative is concentrated within the African American Cultural Center. Going forward, it would be helpful if multiple departments across campus could work together to implement strategies to enhance student success.
- 5) How great is the WOW FACTOR? How COOL is it? The programs associated with this initiative have great WOW—especially the beginning (pinning) and the ending (graduation celebration) activities.

Initiative Name: Goal 1 Initiative 10—Student Government Association

Recommended Action: Baseline Budget

The support provided by the Strategic Plan infused creativity and energy into the Student Government Association, particularly around spirit and traditions. Those areas are now well established and have become integrated into the operations of the Division of Student Affairs. It is our recommendation that SGA be provided a baseline budget so that the student leaders and their advisors can appropriately plan and prioritize their work. This may or may not be equal to the budget request presented in the 2016 white paper. Given that the University's resources are not unlimited, SGA activities/initiatives will need to be examined and prioritized along with all other University needs that exist. Funding should then mirror this prioritization.

Initiative Name: Goal 1 Initiative 11D—Persistence to Completion

Recommended Action: Modify and Continue in New Plan

- 1) Did it achieve its goals and how much is there left to do?
 - a. This initiative is quite complex and multi-layered. There is not a single approach that can address student persistence to completion. Persistence to completion is as multi-faceted as the ISU student body that this initiative aims to help. There are 12 supporting points that encompass the work of this initiative. While there are some points of overlap, each of these sub-points supports a different aspect of student behaviors, faculty and staff engagement with students, and/or student academic activities related to overall academic progress leading to degree completion. Across the board, these supporting points remain fairly new—in the first or second year implementation. Each of the supporting points has evinced promise in the past two years—changes in retention of 21st Century Scholars, incredible increase in faculty/staff use of MAP-Works. There is still a great deal of work to be done across all of the supporting points of this initiative.
 - b. How much remaining potential impact exists?

The remaining potential impact from the programs and activities included in this initiative is tremendous. Because the programs and activities have only been in existence for 1 to 2 years, the impact potential has not been fully realized.
- 2) How mature is the initiative? Despite the fact that the overall strategic plan is winding down, this particular initiative is still in its infancy. Other aspects of the strategic plan have informed the creation of the programs included in this particular initiative. Therefore, this initiative is still very young.
- 3) How relevant is the initiative to the University's strategic direction at this time?

Persistence to completion is more relevant to ISU's strategic direction at this time than it was at the inception of this particular strategic plan! Pressure from the state Higher Education Commission as well as changes in federal financial aid requirements make it imperative for both the university and its students that we remain focused on the issue of persistence to completion.
- 4) How cross functional is it? Is it one department or many that are involved?

This initiative reaches across campus to involve staff, faculty, and students. Departments involved include Academic Affairs, all 5 colleges, deans, department chairs, Residential Life, as well as other areas and individuals.
- 5) How great is the WOW FACTOR? How COOL is it?

If we could impact the number of students who stay at ISU and complete their degree in 4 years, it would be COOL beyond words!

Initiative Name: Goal 1, Initiative 12 - Co-Curricular Life

Recommended Action: Add to department(s) operational budget (base line)

<http://irt2.indstate.edu/cms/sp/assets/File/workplans/G1112WhitePaperFY16.pdf>

- 1) Did it achieve its goals and how much is there left to do?
 - a. How much remaining potential impact exists? The group chairing this initiative has a very descriptive work plan and it appears to be successful. The benchmarks are improving but have not yet reached their goals so we would say there is significant value here, and there is still work to be done.
- 2) How mature is the initiative? On its 3rd year. MapWorks ratings - 64% of survey respondents rate their sense of belonging as excellent. We agree that we probably need to get to 75% before considering changing this goal.
- 3) How relevant is the initiative to the University's strategic direction at this time? Addresses the reputation of a "suitcase school." If we want to increase persistence, we have to fund these ideas.
- 4) How cross-functional is it? Is it one department or many that are involved? It is essentially all student affairs.
- 5) How great is the WOW FACTOR? How COOL is it? We are not confident that this is really a nifty strategic plan idea as much as it seems to be the mission of any student affairs division. We definitely believe there is value in this but it should be baselined.

Initiative Name: Goal 2, Initiative 1 Student Research and Creativity

Recommended Action: Add to department(s) operational budget (base line)

- 1) Did it achieve its goals and how much is there left to do?
 - a. How much remaining potential impact exists?

The Center for Student Research and Creativity has surpassed the benchmarks it has set for itself. Every measure for each of the goals has been surpassed and the evidence suggests that the center and the services that they offer have fully ingrained themselves into ISU's culture. In response to the overwhelming success of meeting the goals, the center has established two new benchmarks, "increase in number of students conducting undergraduate research not funded by CSRC/SURE" and "student credit hours generated by undergraduate research/creativity." In these two new benchmarks, the center shows a clear and decisive pathway for continued efforts and a justification that while they have experienced success, there is still more to do.

The creation and inclusion of two new benchmarks suggests that the impact of increasing student participation in undergraduate research is large. Specifically, the benchmark related to increasing the number of students

conducting research not funded by CSRC/SURE is an indication that the potential for making a greater impact exists and that the center should continue to make strides and gains.

2) How mature is the initiative?

The creation of two benchmarks is indicative that the center is an integral part of the ISU culture and can stand on its own two feet. Additionally, the success of the five initiatives means that providing an office which institutionalizes undergraduate research is well established within campus culture.

3) How relevant is the initiative to the University's strategic direction at this time?

The center is the crux of goal 2 "advance experiential learning so that all Indiana State University students have a significant experiential learning experience within their major." While experiential learning has become an important part of every major, the center provides a central location that serves "as a clearinghouse for information, support, coordination and communication about student research and creative inquiry." The center is extremely relevant to the university's strategic direction as it serves as a means of enhancing Indiana State University's profile both academically and among potential incoming students.

4) How cross-functional is it? Is it one department or many that are involved?

The real importance of the center lies in the centralization aspect that it provides. Rather than multiple departments doing multiple things the center provides a central resource for students across a wide variety of departments. This is evidenced by the diversity of presentations across a multitude of departments on campus.

5) How great is the WOW FACTOR? How COOL is it?

Looking at this fall's symposium, the type of research that undergraduates are performing is cool. From presentations on anti-electrostatic hydrogen to an analysis of client satisfaction of HIV/AIDS center students are making strong contributions to a number of research fields. In addition to this, they are gaining valuable academic and real world experience, enhancing their chances for employment post-graduation. This in turn increases ISU's profile which contributes to the university's strategic plan.

Initiative Name: Goal 2, Initiative 2 – SENCER

Recommended Action: Continue in new plan. Perhaps modify this charge to speak to our desire to increase academic rigor.

http://irt2.indstate.edu/cms/sp/assets/File/workplans/Goal_2_Init_1B_Workplan_FY16.pdf

1) Did it achieve its goals and how much is there left to do?

a. How much remaining potential impact exists?

While the CRSC is exceeding its goals it still only involves ~400 students or so. If we really want to create a culture of student research we should continue to expand this effort.

2) How mature is the initiative? 5th year

3) How relevant is the initiative to the University's strategic direction at this time? Yes, this is relevant. We wonder if we can incentivize external funding sources like national fellowships here or grants to help support?

- 4) How cross-functional is it? Is it one department or many that are involved? Extremely collaborative and cross functional. Tom is doing a fantastic job reaching out to all involved parties as well as ensuring broad participation on his steering committee.
- 5) How great is the WOW FACTOR? How COOL is it? Really cool. To us it is a point of pride for our university and aligned well with an institution that values community engagement. It also has pedagogical distinctiveness for student learning.

Initiative Name: Goal 3, Initiative 5 - Energize Downtown

Recommended Action:

- **Add to department(s) operational budget (base line), now that we have a VP for Engagement it should be baselined.**
- **Another option is to tie this initiative to our student activities initiative (goal 1 to address the image of a suitcase school/enhance programming) if we decide to keep that initiative in the strategic plan. That would keep both initiatives funded but also allow for increased collaboration between two units that are fairly separate at the moment.**

http://irt2.indstate.edu/cms/sp/assets/File/workplans/Goal_3_Init_4_WorkPlan_FY16.pdf

- 1) Did it achieve its goals and how much is there left to do?
 - a. How much remaining potential impact exists? From the white paper it seems like there is endless opportunity. However, it also seems like ISU is taking on much of the financial burden of revitalizing downtown. As a staff member and taxpayer, we find that frustrating.
- 2) How mature is the initiative? 5 years in and lots left to do.
- 3) How relevant is the initiative to the University's strategic direction at this time? If growing enrollment is important, we have to have the infrastructure to support it. So in that sense, this is very relevant.
- 4) How cross-functional is it? Is it one department or many that are involved? It sounds like it's all a part of University engagement.
- 5) How great is the WOW FACTOR? How COOL is it? Most of the benefits of our investment appear to be tangential so it's hard to measure with certainty.

Initiative Name: Goal 3, Initiative 3 – American Democracy

Recommended Action: Add to department(s) operational budget (base line). We don't see this as a strategic plan effort since it is fairly straightforward.

http://irt2.indstate.edu/cms/sp/assets/File/workplans/Goal3_Init_3_Workplan_FY16.pdf

- 1) Did it achieve its goals and how much is there left to do?
 - a. How much remaining potential impact exists? To us, getting 10% of the student body to attend events linked to this initiative is pretty impressive.
- 2) How mature is the initiative? 2014 – Even though it is the first real year, they appear to have clear goals and direction.

- 3) How relevant is the initiative to the University's strategic direction at this time? This is certainly relevant to multiple goals, including student affairs/participation, but also community engagement.
- 4) How cross-functional is it? Is it one department or many that are involved? Academic Affairs and Student Affairs, certainly.
- 5) How great is the WOW FACTOR? How COOL is it? Pretty cool! However, we don't see much room for change.

Initiative Name: Goal 5, Initiative 1 – Enhance Grant and Contract Activity

Recommended Action: Add to department(s) operational budget (base line)

- 1) Did it achieve its goals and how much is there left to do?

- a. How much remaining potential impact exists?

Due to the important nature of diversifying revenue, this initiative should be based lined, due to its financial importance to the university and its moderately success in meeting its initiatives. While there have been adjustments due to changes in federal funds that were beyond the control of the goal leadership, goal 5 has made fruitful strides in meeting their desired goals and showing significant progress. This progress is best evidenced not only by the increase in obtaining new grants and contracts, but also the increase participation of faculty in the COMPETE awards and the success of RECOGNITION. The COMPETE Awards. There is significant work that still needs to be done, and new work should continue on the stated initiatives that have demonstrated levels of success. Additionally, because there remains a large amount of potential in the impact that the initiatives that have been implemented, both old initiatives should be continued and new initiatives should be developed to further enhance the goal's ability to meet its initiatives.

- 2) How mature is the initiative?

It looks as though, while the goal has seen success, there is still room to grow and better develop the initiatives. Because of external changes that have impacted the goal, the goal does not feel mature in the sense that they still have to readjust their expectations of what they can and cannot accomplish. By base lining this goal, it will give them an opportunity to mature and to develop a stronger track record of success.

- 3) How relevant is the initiative to the University's strategic direction at this time?

This goal and its initiative is very relevant to the strategic direction. Much of the strategic direction is focused on ensuring that Indiana State University can weather the changes in state funding formulation. Specifically, diversifying revenue through the obtainment of new grants and contracts ensures that the university can continue to function and grow without relying on state funding models that put ISU at a disadvantage.

- 4) How cross-functional is it? Is it one department or many that are involved?

Because of the initiative COMPETE, it can be argued that this goal is cross-functional as its growth and continued success is reliant on a multitude of departments contributing and competing.

- 5) How great is the WOW FACTOR? How COOL is it?

It lacks the wow factor that other goals and initiatives have, but that does not diminish the impact and importance that it has on the strategic bottom line. While the grants submitted and received probably contain significant and cool topics, the goal is strictly about the bottom line and less about the wow factor.

Initiative Name: Goal 5, Initiative 2 – Engagement of Alumni

Recommended Action: Add to department(s) operational budget (base line);

1) Did it achieve its goals and how much is there left to do?

a. How much remaining potential impact exists?

The initiatives set forth by goal 5 are pretty straight forward and because of this, goal 5 met was able to achieve its goals. The initiatives set forth by goal 5 seem to be pretty standard within their operations and so the work that is left to do should involve one particular initiative, specifically, increasing donations and contributions from alumni. It is this particular benchmark that should serve as the rationale for base lining this goal into the operational budget of the Foundation. The remaining benchmarks seem to have been successful and as they are important functions of an Alumni Association, it would appear that they should have already been integrated into the Alumni Associations day-to-day operations.

The remaining potential impact is large for the alumni donor benchmark. As finances are, and always will be, an important part of the operations of a university, the Alumni Association can work with alumni donors to give back to the university. The benchmark numbers suggests that the Alumni Association has yet to reach its potential in terms of alumni giving and so there is work to be done to make it more impactful.

2) How mature is the initiative?

The maturity of this initiative is high. The aforementioned remaining benchmarks should be base lined into the Alumni Associations day-to-day operations to enhance their impact on alumni relations. The remaining alumni donor benchmark has some growing to do, but base lining it into the Foundation operational budget should help it grow and be more impactful.

3) How relevant is the initiative to the University's strategic direction at this time?

There is a large element of the strategic direction that focuses its attention to increasing and diversifying the university's revenue streams. If base lined into the Foundations operational budget, the Alumni Association will be contributing to the University's strategic direction. By increasing alumni donations and contributing to the diversification of revenue streams, the initiative has the potential to be incredibly impactful in its relevance to the strategic plan.

4) How cross functional is it? Is it one department or many that are involved?

It has the potential to be more cross functional than it is, but currently it would appear that it is limited to the Alumni Association and the Foundation.

5) How great is the WOW FACTOR? How COOL is it? This initiative shines behind the scenes.

Initiative Name: Goal 5 Initiative 3—Creating More Affordable Education: Open Educational Resources

Recommendation: Continue in new plan as is.

This initiative has met its initial goals, according to the data provided on the benchmark sheet. There is still a significant potential for increasing the impact of this. As a relatively new initiative, its maturity is developing, with only limited assessment data available on the effectiveness at Indiana State University of OER vs. traditional textbooks.

The mandate to cut costs and increase affordability is an important reason to maintain this initiative. In addition, it crosses all departments and colleges. Therefore, it is reasonable to include this in the strategic plan. However, it will be essential to have assessment data beyond the prevalence of OER use, number of students

affected, and monetary benefits to students. Equally important is evidence of effectiveness of OER on student learning outcomes.

A concern of this initiative is that it does not add an option for OER; instead, it replaces one form of textbook for another, without offering choice. Some students may not prefer an e-textbook; the percentage of e-textbooks chosen when hard copies are available is very, very small according to Barnes & Noble sales data. Rather than providing a bound textbook, we may be driving students to higher printing loads, transferring the cost rather than eliminating it. Will students using OER be given a larger print account? Consideration needs to be made for students with academic deficiencies, who may not do well with electronic textbooks.

Initiative Name: Goal 6 Initiative 1—Enhance the Quality of Life for Faculty and Staff

Recommendation: Modify and continue in new plan

There can be no question that the quality of life for faculty and staff is essential for a healthy, innovative, and growing institution. A workforce that feels valued, challenged, and supported will in turn provide these same qualities to students, enhancing student success. However, we believe that there needs to be a new approach to this initiative with attention to the systemic issues affecting workplace satisfaction and retention. The COACHE survey results and the three-year membership with the COACHE organization are an important starting place for examining some of these issues. Mentoring mid-career faculty and staff may provide some symptomatic relief, but this alone will not alleviate the systemic concerns that contribute to the high rates of faculty and staff departure.

It is critical that the committee charged with developing and implementing action steps be broad, diverse, and representative. Because faculty issues and staff issues are sometimes different, targeted subcommittees may also be warranted.