

## **INDIANA UNIVERSITY-PURDUE UNIVERSITY INDIANAPOLIS VISION, MISSION, AND VALUES**

### **Context for Planning at IUPUI**

Every great city has a great university. Universities advance the skills of the urban workforce, enhance intellectual and cultural vitality, support the health and well-being of the citizenry, and expand the city's economic base through research and development. Great universities are magnets that attract business, industry, and well-educated people to a city.

To ensure a vibrant future for Indiana, Indianapolis must be a great city. This goal will be realized only if the city's colleges and universities collaborate with the community and with each other and if Central Indiana's system of private and public higher education is anchored by an urban public campus located at the very heart of the population and accessible to the largest range of students. For Indianapolis, that public campus is IUPUI, fast emerging as one of the nation's leading urban universities and supplying critical educational and cultural resources, professional expertise, and health services to the city, the state, the nation, and the world.

IUPUI's growing prominence draws on the inherent assets of the IUPUI model, which blends the great traditions of Indiana University and Purdue University to bring higher education to the state's largest urban community. A corridor of higher education, research, advanced technology, patient and client services, and economic and cultural growth runs from Lafayette in the north to Bloomington in the south, with the state's capital—and IUPUI—at the center. From this central position, IUPUI draws on and enhances the resources of the city and region through teaching and learning, research and scholarship, and civic engagement.

Providing educational opportunity to Indianapolis and Central Indiana is at the core of IUPUI's mission. Our diverse student body evidences our dedication to extending this opportunity to students of every race, age, income level, and background. The campus serves students' wide-ranging needs through innovative student life initiatives, resources and environments designed to support learning, faculty professional development, and ongoing assessment and improvement to ensure excellent teaching and learning. Our wide array of undergraduate and graduate programs includes nationally recognized interdisciplinary programs that are among the first in their fields. IUPUI faculty, staff, and students work extensively with P-12 programs in Indianapolis to prepare students for college by offering the academic support they need to accomplish their educational goals.

Excellence in research and scholarship is another hallmark of IUPUI. New knowledge generated by research enhances students' opportunities to learn and work at the frontiers of their fields and supports the University's commitment to educational opportunity and productive engagement with communities in Indianapolis, Central Indiana, and beyond. As the state capital's research university, set in Indiana's largest population center, IUPUI supplies vital support to the city's economic development, health care and professional services, and cultural growth. In turn, the city offers the University opportunities for research and development through collaboration with business and industry, government, and cultural institutions. The partnership of IU, Riley, and Methodist Hospitals, nationally recognized as a successful collaboration providing outstanding health care for its region, expands opportunities for students and the University's capacity to conduct cutting-edge research. Our robust research programs forge regional, national, and international connections that are strengthened by our collaborations with Indiana and Purdue Universities and have earned us a place in global networks of advanced research and practice.

IUPUI's faculty, students, and staff strive to be good citizens of the surrounding community. The University's range of community collaborations and of patient and client services builds on the resources and expertise of both University and community to improve the quality of life in Indianapolis and Central Indiana. Civic engagement, informed by community needs and resources, both serves the community and informs the disciplines and professions. As an engaged institution, IUPUI stands as a national model for effective, mutually beneficial collaboration of students, faculty, staff, and community.

## **Indiana University-Purdue University Indianapolis Vision, Mission, and Values**

**IUPUI** is an urban research university created in 1969 as a partnership by and between Indiana and Purdue Universities, with IU as the managing partner. Thus IUPUI is a campus of Indiana University that grants degrees in some 185 programs from both Indiana University and Purdue University. More first professional degrees are conferred at IUPUI than at any campus in Indiana and IUPUI is a national leader in this area as well as in the number of health-related degrees it confers. It is the home campus for state-wide programs in medicine, dentistry, nursing, allied health, and social work and extends its program offerings through IUPUI Columbus. Internet II and TransPAC are located here. IUPUI's University Library provides regional leadership for developing digital resources and making them available throughout the community. Building upon a tradition of excellence in higher education, IUPUI provides access for committed learners to quality education that conveys the skills, intellectual framework, and values necessary for life-long learning. Its programs and services influence thinking and practice throughout the state, across the country, and around the world. IUPUI serves as a catalyst for collaboration in teaching, research, and service among its faculty, students, and staff, and among the state's educational institutions, including colleges, universities, Indianapolis-area schools, and other learning organizations. IUPUI is home to a number of excellent interdisciplinary research centers and in coming decades expects to become one of the nation's leading centers of interdisciplinary teaching and learning.

*The **VISION** of IUPUI is to be one of the best urban universities, recognized locally, nationally, and internationally for its achievements.*

*The **MISSION** of IUPUI is to provide for its constituents excellence in*

- **Teaching and Learning**
- **Research, Scholarship, and Creative Activity**
- **Civic Engagement, Locally, Nationally, and Globally**

with each of these core activities characterized by

- **Collaboration** within and across disciplines and with the community,
- A commitment to ensuring **diversity**, and
- Pursuit of **best practices**

IUPUI's mission is derived from and aligned with the principal components--Communities of Learning, Responsibilities of Excellence, Accountability and Best Practices--of Indiana University's **Strategic Directions Charter**.

### **Statement of Values**

IUPUI values the commitment of students to learning; of faculty to the highest standards of teaching, scholarship, and service; and of staff to the highest standards of service. IUPUI recognizes students as partners in learning. We value the opportunities afforded by our location in Indiana's capital city and are committed to serving the needs of our community. Our students, faculty, and staff are involved in the community, providing educational programs, working with a wide array of community partners who serve Indianapolis and Central Indiana, offering expert care and assistance to patients and clients, and engaging in field research spanning virtually every academic discipline. As a leader in fostering collaborative relationships, IUPUI values collegiality, cooperation, creativity, innovation, and entrepreneurship as well as honesty, integrity, and support for open inquiry and dissemination of findings. IUPUI is committed to the personal and professional development of a diverse campus community of students, faculty, and staff; to continuous improvement of its programs and services; and to building a strong, welcoming campus community for all.

## **Goals for Implementing IUPUI's Mission**

### **Excellence in Teaching and Learning**

- I. Attract and support a better prepared and a more diverse student population*
- II. Support and enhance effective teaching*
- III. Enhance undergraduate student learning and success*
- IV. Provide effective professional and graduate programs and support for graduate students and post-doctoral fellows*

### **Excellence in Research, Scholarship, and Creative Activity**

- I. Conduct world-class research, scholarship, and creative activity relevant to Indianapolis, the state, and beyond*
- II. Provide support to increase scholarly activity and external funding*
- III. Enhance infrastructure for scholarly activity*

### **Excellence in Civic Engagement, Locally, Nationally, and Globally**

- I. Enhance capacity for civic engagement*
- II. Enhance civic activities, partnerships, and patient and client services*
- III. Intensify commitment and accountability to Indianapolis, Central Indiana, and the state*

## **Goals, Objectives, and Strategies for Implementing Excellence in Teaching and Learning**

### ***I. Attract and support a better prepared and a more diverse student population***

#### **A. Enroll better prepared and more diverse beginning students.**

1. Expand scholarship support and use it strategically.
2. Strengthen the Honors Program.
3. Promote degree opportunities in the arts and sciences as well as professional schools.
4. Coordinate school and campus promotional materials and approaches to prospective students.
5. Cultivate relationships with high school counselors and teachers that encourage them to recommend IUPUI.
6. Cultivate relationships with P-12 students to improve their preparedness and disposition toward continued learning (e.g., after-school and summer experiences on campus, library access, credit courses).
7. Encourage secondary students to complete Core 40 requirements and pursue honors diplomas.
8. Continue to raise the required level of preparedness for entering students, referring those with deficiencies to the Community College of Indiana.
9. Undertake specific community and international outreach activities to increase student diversity.
10. Expedite matriculation for home-schooled students.
11. Set campus and enrollment targets based on systematic studies of program capacity.

#### **B. Provide academic and support programs that serve the needs of a wide array of beginning students, promote their ability to persist in achieving their goals, and develop a sense of community among students, faculty, and staff.**

1. Develop additional campus housing.
2. Develop the new Campus Center.
3. Improve first-year courses and strengthen learning communities.
4. Increase active learning and student engagement in first-year, then all, courses.
5. Increase participation in student mentoring.
6. Strengthen advising.

7. Improve course placement activities.
8. Increase the use of technology to enable students to hone basic skills.
9. Strengthen the early-warning system.
10. Improve Enrollment Center processes to make it easier than ever to enroll.

**C. Increase enrollment and retention of transfer, adult, second-degree, international, and graduate students.**

1. Work closely with the Community College of Indiana to ensure access and encourage transfer.
2. Improve student transfer processes and services for transfers within IU and Purdue and between IUPUI and other colleges and universities.
3. Strengthen and increase articulation agreements linking IUPUI and other campuses and institutions.
4. Promote use of campus facilities by Community College of Indiana students.
5. Promote college completion and second-degree opportunities for adults.
6. Improve enrollment services for adult learners.
7. Increase utilization of off-campus facilities and distributed learning opportunities.
8. Coordinate a campus-wide effort to recruit international students.
9. Conduct studies to determine additional and emerging postsecondary education needs of Central Indiana.
10. Provide non-credit courses, degrees, and certificates that enhance workforce skills and contribute to Indiana's economic development.
11. Work with area employers to improve internship and job placement opportunities for students and graduates.
12. Work with area employers to increase their support for postsecondary education for their employees.

**II. *Support and enhance effective teaching***

- A. Recruit, support, and retain a full-time and associate faculty community with complementary excellence in teaching, research, and professional service.
- B. Build a faculty and staff who reflect the diversity of Central Indiana.
- C. Provide effective faculty and staff development, particularly in the use of innovations in instructional strategies, curricular options, technology, and assessment to enhance student learning.

- D. Provide clear paths for faculty and staff advancement through development.
- E. Encourage and support initiatives that promote interdisciplinary teaching, curricular and co-curricular integration of the Principles of Undergraduate Learning, and community-based academic learning (service learning).
- F. Enhance a campus-wide community of dialogue and reflection rooted in the scholarship of teaching, learning, and assessment and committed to supporting the intellectual, professional, and personal development of all students.
- G. Encourage, celebrate, and reward excellence in teaching at the department, school, and campus level.

**III. *Enhance undergraduate student learning and success***

- A. Use the Principles of Undergraduate Learning to construct a coherent general education experience for every student.
- B. Provide classroom and other learning environments that encourage students to see themselves as members of a campus-wide community of learners.
- C. Encourage excellence through Honors programming.
- D. Involve students in faculty research through the Undergraduate Research Opportunities Program and other campus programs.
- E. Set goals for student learning in every course and discipline, assess student achievement of these goals, and use assessment findings to improve curriculum and instruction.
- F. Provide curricular experiences that increase student understanding of other cultures.
- G. Enable more students to engage in internships.
- H. Increase opportunities for international experiences.
- I. Strengthen library resources.
- J. Increase opportunities for service learning.

**IV. *Provide effective professional and graduate programs and support for graduate students and post-doctoral fellows***

- A. Facilitate the development of new graduate degree and post-baccalaureate certificate programs to meet local, national, and global needs.
- B. Increase the number of certificate-seeking and master's and doctoral students and post-doctoral fellows at IUPUI.
- C. Increase scholarships and recruiting activities to attract highly qualified students.
- D. Expand mentorship opportunities for graduate students and post-doctoral fellows.
- E. Increase diversity in graduate and professional programs.

- F. Expand scholarship/fellowship support available to graduate students and post-doctoral fellows in order to promote full-time study.
- G. Expand distance-learning opportunities for obtaining graduate degrees.
- H. Involve graduate students and post-doctoral fellows in the full range of research activities--knowledge development, dissemination, and application.
- I. Provide pre-doctoral and post-doctoral fellows with opportunities to strengthen their teaching skills.
- J. Link graduate students and post-doctoral fellows with community opportunities for research.
- K. Encourage interdisciplinary opportunities for graduate students and post-doctoral fellows.
- L. Build research support for graduate and post-doctoral projects.

**Goals, Objectives, and Strategies for Implementing  
Excellence in Research, Scholarship, and Creative Activity**

***I. Conduct world-class research, scholarship, and creative activity relevant to Indianapolis, the state, and beyond***

- A. Build upon IUPUI's world-class research activities as a principal mechanism for engaging with entities in Indianapolis and Central Indiana to improve health care; enhance industry, high technology, and life science research and development; and inform city and local governmental policy makers who seek to improve practices and research activities that enhance the quality of health and human services.
- B. Develop multiple funding mechanisms to establish and maintain high quality research facilities, including private partnerships, endowments, indirect cost recovery, licensing income, and state and federal support.
- C. Establish strong models for connections between undergraduate and graduate research programs.
- D. Capitalize on IUPUI's central location and unique strengths to develop Indiana's research corridor linking IUPUI, Purdue West Lafayette, and Indiana University Bloomington.
- E. Expand industrial collaborations.
- F. Link IUPUI's world-class creative activities and research in the arts and sciences to the cultural institutions of Central Indiana.
- G. Identify emerging directions in research and utilize research strengths to capitalize on these new opportunities.
- H. Extend findings of local studies to inquiries that are national and international in scope.
- I. Enhance both the national and the international research and creative activities of IUPUI faculty.

- J. Seek federal “Center” status for more areas supporting campus research.
- K. Connect the research and creative strengths of IUPUI with the opportunities and needs of Indianapolis and Central Indiana.
- L. Study and disseminate the economic impact of research on the community and work with city and state leaders to increase funding for research.

**II. *Provide support to increase scholarly activity and external funding***

- A. Recruit, hire, and retain faculty and staff with exceptional qualifications and potential, including minority and female faculty, in all disciplines.
- B. Recruit, retain, advance, and recognize a diverse faculty and staff by providing support systems that encourage creativity/innovation, thus creating an environment that encourages multiple perspectives and initiatives, sensitizes people to issues of culture, respects the range of differences that are part of urban life, and fosters an educational environment in which all people can contribute to their fullest potential.
- C. Ensure that faculty and staff salaries are competitive.
- D. Maintain and enhance start-up packages at competitive levels.
- E. Expand funding for faculty development related to research and scholarly activity.
- F. Enhance seed funding to assist faculty in initiating new research and scholarly activities (e.g., developing preliminary data and writing research proposals).
- G. Increase endowments for professorships and chairs.
- H. Increase multidisciplinary research collaborations within the University and beyond.
- I. Establish centers of excellence in multidisciplinary areas.
- J. Continue to assess and improve structures for faculty appointments, advancement, and rewards that make interdisciplinary and collaborative research attractive and effective.
- K. Enhance collaborations within the University and beyond by expanding and increasing use of faculty and staff expertise databases.
- L. Increase funding to support undergraduate, graduate, and post-doctoral research activities.
- M. Increase submissions of high-quality proposals to government agencies, foundations, and international agencies.
- N. Increase submissions of proposals related to current local, state, and national research priorities such as science and math education, health, and information technology.

**III. *Enhance infrastructure for scholarly activity***

- A. Provide additional research space on campus.
- B. Obtain funding to renovate research space on a regular schedule.



- C. Increase library funding so that the campus libraries can provide research resources while continuing to meet the instructional needs of the campus.
- D. Enhance core support for research activities such as data management, statistical consultants, and specialized instrumentation facilities.
- E. Obtain funding to update equipment continuously.
- F. Increase travel support for research that takes faculty and students to archives, libraries, and research sites both elsewhere in the U.S. and abroad.
- G. Create support services and programs to attract outstanding post-doctoral fellows.
- H. Collaborate with the city and private sector to create and operate a technology incubator facility, such as the proposed Med-America Park.
- I. Seek increased state appropriations for research activities like the 21st Century Research and Technology Fund and operating funds for research facilities, their upkeep and renovation, shared equipment, etc.

**Goals, Objectives, and Strategies for Implementing  
Excellence in Civic Engagement, Locally, Nationally, and Globally**

***I. Enhance capacity for civic engagement***

- A. Demonstrate support for civic engagement in all aspects of institutional work.
  - 1. Give sustained voice through publicity, speeches, publications, editorials, and other public representations to the academic importance of civic engagement as a means for fulfilling campus mission.
  - 2. Commit resources to support civic engagement activities according to the mission of each campus unit.
  - 3. Provide effective faculty and professional development activities (e.g., workshops, incentive grants, release time, sabbaticals, seminars) focused on civic engagement and public leadership skills.
  - 4. Create structures to make knowledge accessible to communities.
  - 5. Co-sponsor with the community public forums and discourse focused on civic engagement.
  - 6. Recruit faculty, staff, and students who advocate for the role of civic engagement in the mission and life of the campus.
  - 7. Establish evolving institutional practices (e.g., planning, assessment, budgeting, evaluations) that strengthen civic engagement.
  - 8. Create an effective means for documenting and representing the civic contributions of faculty, students, and staff, including best practices (e.g., Web-based portfolios).

9. Develop evolving incentives and recognition (e.g., awards) for faculty and staff to pursue civic engagement as a meaningful and productive aspect of professional work.
  10. Establish promotion and tenure guidelines and annual administrative reviews that assert the legitimacy of scholarship based on community engagement.
- B. Expand opportunities for academic community-based learning (e.g., field experience, internship, service learning) and scholarship based on community engagement.
1. Teach community-based academic classes and conduct action research with students and the community that develop knowledge, cultivate civic skills, and strengthen social responsibility.
  2. Collaborate with communities to produce socially engaged scholarship that extends the knowledge of the content area, discipline, or profession.
  3. Engage in and support interdisciplinary work that addresses complex community issues.
  4. Document outcomes of academic community-based learning opportunities and scholarship in peer-reviewed, professional forums and publications.
- C. Secure external funding for civic engagement.
1. Acquire external funds for collaborative, interdisciplinary projects with and in communities.
  2. Advocate to policy makers the establishment of civic engagement funding sources.
  3. Demonstrate positive outcomes of community-based learning opportunities for all partners.
- D. Document the quality and impact of civic engagement activities.
1. Gather information on faculty work (e.g., awards, external grants, publications, research, teaching) as it relates to civic engagement.
  2. Conduct research on learning outcomes for students engaged in academic community-based learning.
  3. Gather information on staff involvement in civic engagement activities.
  4. Seek ongoing feedback from all community partners.

## ***II. Enhance civic activities, partnerships, and patient and client services***

- A. Increase the number of campus-community partnerships.
1. Establish diverse civic engagement partnerships that vary in scale and formality.

2. Establish civic engagement partnerships that have clearly defined goals and desired outcomes.
  3. Establish cross-disciplinary partnerships that encompass faculty, staff, and students.
  4. Establish co-curricular opportunities on and off campus for students to contribute to the civic welfare and common good of communities.
- B. Strengthen the nature and quality of campus-community partnerships.
1. Involve communities in developing, implementing, managing, and evaluating civic engagement activities that are mutually beneficial.
  2. Involve communities in evaluating civic engagement activities during campus program reviews and accreditation.
  3. Collaborate with communities to establish mutually beneficial community partnerships that are innovative, equitable, and responsive to communities.
- C. Increase community access to campus resources.
1. Host educational, cultural, and recreational events (e.g., science fairs, Model United Nations, Race for the Cure) on campus.
  2. Provide Web sites and data bases of campus resources and expertise to increase community use of campus resources.
  3. Create a Visitor's Center and increase campus tours to inform others about campus resources and educational programs.
  4. Provide educational programs to increase awareness of campus resources.

***III. Intensify commitment and accountability to Indianapolis, Central Indiana, and the state***

- A. Establish widespread community participation in the development and implementation of IUPUI's civic engagement in Indianapolis and Central Indiana.
1. Promote IUPUI's civic engagement to civic leaders and residents through publicity, forums, and speeches.
  2. Obtain commitment of resources for civic engagement.
  3. Establish community participation in a Civic Advisory Council focused on IUPUI's civic engagement in Indianapolis and Central Indiana.
- B. Establish widespread campus participation in the development and implementation of civic engagement in Indianapolis and Central Indiana.
1. Promote civic engagement through publicity, forums, and symposia to faculty, staff, and students.
  2. Conduct faculty and staff development workshops focused on the local agenda.

3. Provide technical assistance.
  4. Establish faculty, staff, and student participation in a Civic Advisory Council focused on IUPUI's civic engagement in Indianapolis and Central Indiana.
  5. Engage student leadership and organizations.
  6. Link to community-based learning classes.
  7. Promote civic engagement through community advisory boards in schools and units.
- C. Conduct regular forums on the campus-community agenda for Indianapolis and Central Indiana.
1. Involve IUPUI campus (e.g., centers, faculty, staff, and students) and community (e.g., residents, businesses, elected policy makers, nonprofit agencies) in planning, implementation, and evaluation.
  2. Develop the capacity to attend to long-term community issues and acute, unexpected issues.
  3. Provide regular reports, recognition, and publicity on outcomes for Indianapolis and Central Indiana.
  4. Create ongoing opportunities for feedback from the community on IUPUI's progress in civic engagement.
  5. Develop an IUPUI/Indianapolis and Central Indiana agenda for
    - a. P/K-12 education and life-long learning
    - b. Career and professional competence
    - c. Business and economic development
    - d. Arts, humanities, and culture
    - e. Urban and environmental partnerships
    - f. Health, social sciences, and human services
    - g. Information technologies
    - h. Science and technology