



INDIANA UNIVERSITY SOUTH BEND **Strategic Plan: 2021–2026**

Building A Brighter Future



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MESSAGE FROM THE CHANCELLOR



I am pleased to present Indiana University South Bend's 2021-2026 strategic plan. The following plan defines our institution's mission, the values that guide our work, and a vision statement that will propel us into the future. It also outlines five aspirational, yet achievable, goals for the next five years, as well as outcomes we will reach and the strategies we will use to get there. Thanks go out to the Campus Directions Committee for their leadership and all of the students, staff, faculty and community members who were engaged in the process. This document outlines a dynamic plan that will be a beacon for our strategic direction, as well as a lens to focus our decision-making. I look forward to continuing to work with the Campus Directions Committee, as well as the entire campus community as we come together to implement this new plan. Annual reviews of our goals will establish important milestones for monitoring progress and making necessary adjustments, which will be critical as we continue to navigate this unique time in IU South Bend's history.

While we face challenges, we are at an inflection point in our history that will take us in new directions and, in fact, has already done so. We have much to be proud of and many opportunities in front of us to leverage as we move forward confidently with this new plan. One thing we know for certain is that we remain a critical intellectual, social, and economic driver for our community. As an important anchor institution for the Michiana region, we have tremendous potential for growth and even greater impact in our community. I am confident that this new plan will guide us into a brighter and even more successful future.

Susan Elrod

Susan Elrod, Ph.D.
Chancellor

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ABOUT THE STRATEGIC PLANNING PROCESS

IU South Bend engaged Dr. John Welty of AASCU Consulting Services to consult on the development of the five-year strategic plan. Dr. Welty worked with IU South Bend's Campus Directions Committee to develop the plan. IU South Bend's Campus Directions Committee is the shared governance group charged with directing the periodic development of the campus strategic plan, in collaboration with the campus administration.

Several groups of students, faculty, staff, administrators, and community leaders were interviewed to assess strengths, opportunities, threats, and areas of distinction for the campus. In addition, several campus documents were reviewed including the previous strategic plan, progress reports on implementation, accreditation reports, and institutional research data.

The Campus Directions Committee next appointed a sub-committee on mission, vision, and values. The subcommittee reviewed the existing mission and worked on a revised statement, along with complementary vision and values statements. Additionally, five task forces were appointed to develop goal statements, desired outcomes, and strategies informed by the research conducted.

Elements of the strategic plan were shared at three town halls to acquire feedback from the campus community at each stage of the process. Members of the campus were also able to share feedback through an online form. Additionally, draft content was shared with community members, where additional feedback was solicited before the Campus Directions Committee presented the final strategic plan to the IU South Bend Academic Senate for endorsement. It should be noted that the 2021-2026 strategic planning process was conducted almost exclusively virtually, due to the COVID-19 pandemic.



MISSION, VISION, VALUES

MISSION

Indiana University South Bend is the premier comprehensive public university dedicated to serving the needs of North Central Indiana and beyond. As a regional campus of Indiana University, IU South Bend provides a diverse population the opportunity to affordably earn a prestigious IU degree, through its quality undergraduate and graduate programs. With its caring faculty and staff, IU South Bend is committed to an inclusive, student-centered approach that focuses on preparing its students for both the workforce and postgraduate education through rigorous coursework, faculty and student research, and creative activity. We are a catalyst for social mobility that contributes to the vitality of our region by educating informed individuals, thoughtful stewards, innovative professionals, and responsible leaders.

VISION

Indiana University South Bend will be recognized as the area's best-choice comprehensive public university with a strong reputation as a difference-maker in our state, nation, and global community.

VALUES

As the premier public university for our region, Indiana University South Bend is committed to excellence in education, faculty and student research, and creative activity. These basic principles are guided by our **Titan CREED**:

- Community** We share a sense of place with our community and work to enhance the quality of life on our campus, in our region, and beyond.
- Respect** We respect the dignity and worth of all members of our campus, celebrating our differences while creating an environment in which all voices are heard.
- Equity** We embrace equity, diversity, and inclusivity in all we do.
- Engagement** We engage our students and contribute to their personal and professional growth through immersive experiential activities.
- Dedication** We are dedicated to providing students a strong foundation for a lifetime of achievement.

GOAL 1: STRENGTHEN STUDENT ENROLLMENT, RETENTION, AND SUCCESS

- Outcome I:** Improve fall census to a stable student enrollment of over 5000.
- Outcome II:** Improve fall census to a stable graduate enrollment of over 600.
- Outcome III:** Improve student cohort first-to-second year retention rate among first-time full-time freshmen beyond 70%.
- Outcome IV:** Improve the four-year graduation rate for first-time full-time freshmen to 25% and the six-year rate to 45%.
- Outcome V:** Remove the diversity achievement gaps in student retention and graduation rates.

- Strategy 1:** Improve retention through a coordinated campus plan.
- Strategy 2:** Foster opportunities to promote belongingness and community.
- Strategy 3:** Integrate anti-racism initiatives into academic and campus programs to improve student enrollment and success, and continue working toward achieving Hispanic Serving Institution status with Hispanic student enrollment beyond 20%, as well as reaching 10% enrollment among African American students.
- Strategy 4:** Enhance K-12, higher education, and community partnerships to increase recruitment and success of first year, transfer, and adult returning students.
- Strategy 5:** Review data and enhance initiatives to address all categories of Indiana State Performance Based Funding metrics and incentives provided by Indiana Commission of Higher Education (overall degree completion, at-risk degree completion, STEM degree completion, persistence, and on-time graduation).
- Strategy 6:** Improve student advising and coaching for new and continuing students.
- Strategy 7:** Review campus policies and procedures in order to reduce barriers to student enrollment and success.
- Strategy 8:** Provide support and engagement opportunities through programs that include but are not limited to: 21st Century Scholars, Honors, and Athletics to promote student success.



GOAL 2: DEMONSTRATE FINANCIAL RESPONSIBILITY, STEWARDSHIP, AND VITALITY

- Outcome I:** Increase annual revenue each fiscal year and build a more diversified portfolio of revenue streams.
- Outcome II:** Calibrate base operating budgets to align with strategic plan and Campus Budget Advisory Council (CBAC) recommendations to ensure strong stewardship of university resources.
- Outcome III:** Employ measurable mechanisms for responsible and sustainable budget management to ensure that operating expenses do not exceed annual budget targets each Fiscal Year.
- Outcome IV:** Develop transparent and efficient facilities planning, utilization, tracking, and reporting mechanisms.
- Outcome V:** Implement a plan to work towards more equitable and market-based salaries for faculty and staff.

- Strategy 1:** Diversify revenue streams.
- Strategy 2:** Establish realistic and tangible base operating budgets to align with campus priorities to provide greater budget flexibility and accountability for use of university resources.
- Strategy 3:** Fund an opportunity reserve to address campus priorities.
- Strategy 4:** Create a process for assessing efficiency across campus.
- Strategy 5:** Educate campus on all aspects of financial affairs.
- Strategy 6:** Establish continuous review cycle of Campus Facility Plan for growth and maintenance.
- Strategy 7:** Deploy technologies to increase communication regarding facilities maintenance campus wide.
- Strategy 8:** Create a process for assessing and addressing equity and market-based salary issues.
- Strategy 9:** Incorporate principles of sustainability into campus planning.





GOAL 3: STRENGTHEN AND CONTINUE TO BUILD HIGH-QUALITY, EQUITABLE EDUCATIONAL OPPORTUNITIES IN LINE WITH THE VALUES OF OUR TITAN CREED

- Outcome I:** Ensure academic programs meet the educational, societal, and workforce needs of North Central Indiana.
 - Outcome II:** Increase faculty participation in professional development activities that benefit faculty effectiveness as teacher-scholars.
 - Outcome III:** Grow the Honors Program for the purpose of attracting, retaining, and graduating a diverse group of high-achieving students for all academic units on campus.
 - Outcome IV:** Increase students' sense of belonging in our classrooms, on our campus, and in our community.
 - Outcome V:** Increase student and faculty participation in high-impact practices.
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- Strategy 1:** Establish a new campus Academic Master Plan by December 2022 that includes a review of current academic programs, enhancement of existing programs, and implementation of new programs.
 - Strategy 2:** Increase professional development opportunities that benefit faculty effectiveness as teacher-scholars.
 - Strategy 3:** Study and evaluate the possibility of transitioning the Honors Program to an Honors College.
 - Strategy 4:** Review current programs and implement new programs or enhance existing programs to support and promote our students' sense of belonging within classrooms, across campus, and into our community.
 - Strategy 5:** Expand opportunities for high impact practices, such as: a common intellectual experience (a theme year), community engagement coursework and activities, internship experience(s), undergraduate research and creative scholarly work, and study abroad.



GOAL 4: ADVANCE DIVERSITY, EQUITY, AND INCLUSIVITY AND A SENSE OF BELONGING ON OUR CAMPUS AND IN THE COMMUNITIES WE SERVE

- Outcome I:** Identify systems of oppression and deconstruct them to advance diversity, equity, and inclusivity (DEI).
- Outcome II:** Show increasing trends in the recruitment, hiring, and retention of faculty and staff from historically underrepresented communities.
- Outcome III:** Foster belonging as an inclusive, safe, and affirming campus for all members of the campus community.
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- Strategy 1:** Create a campus DEI plan that results in campus-wide engagement and transparency.
- Strategy 2:** Develop a transparent process to identify and deconstruct systems of oppression to ensure progress and accountability.
- Strategy 3:** Regularly review and update policies and procedures that disproportionately and negatively impact historically underrepresented populations.
- Strategy 4:** Develop intentional programs and partnerships that improve recruitment, hiring, and retention of faculty and staff from historically underrepresented populations.
- Strategy 5:** Engage faculty, staff, and students in a process of learning and development to align our practices and values with those outlined in the campus DEI plan.
- Strategy 6:** Create dedicated, inclusive spaces on campus designed for students and employees from historically underrepresented populations.

GOAL 5: ENHANCE COMMUNITY, REGIONAL, AND NATIONAL PARTNERSHIPS

- Outcome I:** Share the talents of our faculty, staff, students, and alumni to strengthen our community, region, nation, and world.
- Outcome II:** Formalize, coordinate, and promote existing and new partnerships that integrate community engagement in campus culture, including curricular, co-curricular, and volunteer activities.
- Outcome III:** Develop and enhance mutual and reciprocal relationships and partnerships among faculty, staff, students, alumni, and local and regional non-profit organizations, government entities, business, and industry to ensure positive community outcomes.
- Outcome IV:** Produce annual evidence of the extent, nature, and impact of our external engagement activities.
- Strategy 1:** Perform an assessment of our external engagement activity and identify the needs of our communities.
- Strategy 2:** Create a plan with goals for our engagement activity.
- Strategy 3:** Identify opportunities to expand connections and build partnerships in our community, region, nation, and world to meet our engagement goals.
- Strategy 4:** Strengthen partnerships that open doors to educational opportunities.



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