IU Northwest Strategic Priorities & Objectives, 2017-20

■ January 2017 ■

Planning at IU Northwest is fully aligned with the Indiana University *Bicentennial Strategic Plan* and *Blueprint 2.0: The Bicentennial Strategic Plan for the Regional Campuses of Indiana University*. The Strategic Priorities & Objectives framework is informed by embedded commitments to innovation through continuous quality improvement (formalized through the Higher Learning Commission's Academic Quality Improvement Program accreditation pathway) and an academic environment of inclusive excellence, for Indiana University's most demographically diverse campus. The Strategic Priorities are interdependent and some are connected by shared Objectives. The specific action projects that fulfill the supporting Objectives are articulated and documented for annual reporting in the WEAVE system.

Priority 1: Student Success

Student success is our primary purpose. Success for IU Northwest students requires the intentional, inclusive, data-driven synergy of a diverse faculty of teacher scholars who are committed to high-impact student learning; distinctive, adaptable programs and curricula; welcoming student growth activities; and experiential and community-based learning opportunities that, together, enable students to learn and practice Twenty-First-Century problem-solving skills.

Objectives:
1. Develop and continuously refine data-driven processes to attract and recruit excellent, diverse students, to sustain degree-seeking enrollment of 4,500 students by Fall 2020.
2. Expand partnerships with Northwest Indiana schools and the Twenty-First Century Scholars program, to encourage and prepare more students from Early College partners and schools in the urban core for successful college attendance.
3. Promote equity in student retention, academic success, access, and degree completion by developing innovative, high-impact best practices to eliminate achievement gaps among IU Northwest students.
   a. Improve individualized advising and academic support.
   b. Increase 2nd-year retention of First-Time Full-Time students to 70%; raise the number of Bachelor's degrees conferred to at least 625 annually and improve the Student Achievement Measure (SAM) in all student categories by 5%.
      - First-Time Full-Time after Six Years from 49% to 54%
      - Full-Time Transfers after Six Years from 53% to 58%
4. Invest in co-curricular and extra-curricular programs that create a welcoming campus environment and contribute to degree attainment, as measured by the National Survey of Student Engagement.
   a. Partner with student leadership to continuously refine and improve campus communication.
   b. Deepen students' practical awareness of services, activities and opportunities.
   c. Emphasize student involvement in co-curricular activities.
   d. Encourage and expand more active student participation in student governance, shared governance and student-led organizations.
5. Increase effective learning practices in teaching, learning and curricula, including
   a. "Reimagining the First Year" initiative.
   b. Expand the engagement of students in the scholarly work of faculty.

  c. Integrate substantive emphasis on real-world problem-solving in General Education courses and majors, as a consistent and distinct feature of campus academic identity.
  d. Strengthen the integration of global perspective and international experiences in academic programs.
  e. Develop and improve undergraduate and graduate degree programs that are aligned with student interests, regional needs and campus enrollment goals, including collaboration with other IU regional campuses.

Priority 2: Valuing People

Student success is the responsibility of every campus employee and relies on a service culture that values people and enables the advancement and professional growth of all employees, to create a thriving community of students, faculty and staff.

Objectives:

1. Achieve a service culture of excellence that is supported by a shared service philosophy and reflected in all interactions between students, colleagues and other constituencies.
2. Recruit and retain highly-qualified, diverse employees who are committed to being engaged in the Northwest Indiana community and continue to improve recruitment of highly-qualified faculty members who are representative of the student population and fulfill the expectations of the teacher scholar ideal.
3. Systematically improve and recruit campus constituent communications and organizational knowledge from all employee levels through the efficient use of digital technology applications, representative governance forums such as the IU Northwest Council and administrative outreach.
4. Invest in employee engagement and professional growth and increase the support for faculty career development in scholarly commitments associated with teaching, research or creative activity and service, all in the measurable framework of continuous improvement.
5. Regularly review and invest in employee compensation that is commensurate with equity, excellent performance, regional standards and expanded responsibilities.

Priority 3: Leveraging Diversity for Inclusive Excellence

A commitment to diversity and inclusion is woven throughout the fabric of IU Northwest. Our campus strives to educate students to be citizens of a global world in a welcoming and inclusive environment where all can reach their full potential. Our resources are dedicated to leveraging our unique identity as IU's most diverse campus to foster equity in advancement of the social, economic, cultural, and civic health of our Region.

Objectives:

1. Promote equity in student retention, academic success, access, and degree completion by developing innovative, high-impact best practices to eliminate achievement gaps among IU Northwest students.
2. Recruit and retain highly-qualified, diverse employees who are committed to being engaged in the Northwest Indiana Community and continue to improve recruitment of highly-qualified faculty members who are representative of the student population and fulfill the expectations of the teacher scholar ideal.

3. Strengthen existing and increase future mutually beneficial community-university partnerships that result in authentic collaborative relationships.

4. Utilize climate surveys and annual student performance and retention data disaggregated by academic unit to identify, prioritize, and document within the WEAVE platform, action projects that address unit goals focused on continuous improvement and inclusive excellence.

5. Utilize the Halualani & Associates framework of engagement to advance the campus community toward transformative outcomes regarding diversity and inclusion.

Priority 4: Building & Sustaining Community

The university is an integral part of Northwest Indiana communities. As a partner in building and sustaining community, IU Northwest enters into collaborative, reciprocal relationships that foster understanding of social, economic, and culture issues and support positive change.   Through our work together, the university and the community advance and strengthen wellbeing, civic participation and lifelong learning.

Objectives:
1. Strengthen existing and increase future mutually beneficial community-university partnerships that result in authentic collaborative relationships.
2. Establish a procedure of standardized reporting and collection of community-based activities data for the systematic measurement and assessment of the impact of community engagement initiatives that aligns with the Carnegie Community Engagement Classification framework.
3. Support and reward faculty as they work collaboratively with communities to promote sustainable economic development to benefit the citizens of northwest Indiana and beyond.
4. Proactively align community engagement with other campus priorities and initiatives to inculcate a culture of collaboration for greater impact.
5. Develop community-based learning experiences that increase civic awareness, the understanding of ethical practices and behaviors, and enhance engaged citizenship.

Priority 5: Financial Stewardship & Infrastructure

Student success depends on the strong revenue position created by recruitment, enrollment, retention and private giving, which supports well-maintained, comfortable campus facilities and outstanding information technology resources.

Objectives:
1. Increase private funding support, including campus endowments, to support student scholarships, academic innovation and campus priorities.
2. Increase successful public and private grant applications which offer significant returns to the campus and its constituents.
3. Maintain a safe, attractive and welcoming campus environment for learning, scholarship, student activities and work.
4. Maintain an effective information technology structure for institutional success.
5. Continuously review campus space and use policies to insure campus excellence and inclusion.