

Minutes of the
First Regular Meeting of the Thirty-Fourth Senate
Indiana University-Purdue University Fort Wayne
September 8, 2014
12:00 P.M., Kettler G46

Agenda
(as amended)

1. Call to order
2. Approval of the minutes of April 14 and 21, 2014
3. Acceptance of the agenda – K. Pollock
4. Reports of the Speakers of the Faculties
 - a. Purdue University – P. Dragnev
 - b. Indiana University – J. Badia
5. Report of the Presiding Officer (Senate Reference No. 14-1) – A. Downs
6. Special business of the day
 - a. Memorial Resolution (Senate Reference No. 14-2) – R. Hile
 - b. Memorial Resolution (Senate Reference No. 14-3) – D. Townsend
 - c. Parliamentary Procedure – J. Malanson
7. Committee reports requiring action
 - a. Promotion and Tenure Task Force (Senate Document SD 14-1) – C. Erickson
 - b. Promotion and Tenure Task Force (Senate Document SD 14-2) – C. Erickson
 - c. Executive Committee (Senate Document SD 14-3) – K. Pollock
8. Question Time
 - a. (Senate Reference No. 14-4) – C. Erickson
9. New business
10. Committee reports “for information only”
 - a. Ad Hoc IPFW Senate Strategic Plan Committee (Senate Reference No. 14-5) – P. Iadicola
11. The general good and welfare of the University
12. Adjournment*

*The meeting will adjourn or recess by 1:15 p.m.

Presiding Officer: A. Downs
Parliamentarian: J. Malanson
Sergeant-at-Arms: G. Steffen
Secretary: S. Mettert

Attachment:

“Continuation of Senate ad hoc committee (Promotion and Tenure Task Force)” (SD 14-1)
“Approval of replacement members of the Promotion and Tenure Task Force” (SD 14-2)
“Creation of an ad hoc Committee regarding enrollment” (SD 14-3)
“Report of the IPFW Senate Ad Hoc Strategic Plan Committee” (SR No. 14-5)

Senate Members Present:

T. Adkins, S. Ashur, J. Badia, S. Beckman, E. Blakemore, N. Borbieva, V. Carwein, J. Casazza, C. Chauhan, C. Chen, B. Dattilo, Q. Dixie, M. Dixon, P. Dragnev, C. Drummond, C. Duncan, C. Erickson, C. Gurgur, G. Hickey, R. Hile, P. Iadicola, L. Johnson, M. Jordan, D. Kaiser, J. Leatherman, M. Lipman, G. McClellan, D. Miller, D. Momoh, G. Petruska, K. Pollock, R. Rayburn, D. Redett, N. Reimer, H. Samavati, G. Schmidt, A. Schwab, M. Sharma, H. Sun, H. Tescarollo, B. Valliere, L. Vartanian, N. Virtue, D. Wesse, M. Wolf, M. Yen, N. Younis

Senate Members Absent:

C. Ganz, T. Grove, A. Livschiz, M. Montesino, J. Niser, R. Pablo, S. Stevenson

Faculty Members Present:

S. Barry, L. Beineke, J. Burg, A. Coffman, M. Coussement, Y. Deng, A. Obergfell, J. Osowski, S. Skekloff, D. Townsend, D. Zook, Y. Zubovic

Visitors Present:

P. McLaughlin, C. Thorne

Acta

1. Call to order: A. Downs called the meeting to order at 12:00 p.m. The senators introduced themselves.
2. Approval of the minutes of April 14 and 21, 2014: The minutes were approved as distributed.
3. Acceptance of the agenda:

K. Pollock moved to amend the agenda as follows. Under “Special businesses of the day” (item number 6) flip the Memorial Resolutions SR No. 14-2 and SR No. 14-3 to go before the Parliamentary Procedure.

Motion to approve amendment to the agenda passed on a voice vote.

K. Pollock also moved to add under Committee reports “for information only” SR No. 14-5.

Motion to approve amendment to the agenda passed on a voice vote.

The agenda was approved as amended.

4. Reports of the Speakers of the Faculties:
 - a. Purdue University:

P. Dragnev: Let me start by wishing you all Happy Birthday/Happy Anniversary. As we look at the last 50 years of education excellence. It is only natural to start planning for the next 50, and we have done well. The strategic plan is in effect, we have the USAP rolling on, and we have P&T Task Force working hard. All this is a very good start of what promises to be an exciting academic year.

Several important things happened in the summer. One of them was that President Daniels said that ICHE said that IPFW should not do research, but it was challenged swiftly by the IPFW faculty leaders. He swiftly acknowledged that he is in agreement with us. He also emphasized the roll of research, and we thank him for that, and invited him to the student research symposium in the spring. It is a bit unfortunate that he actually mentioned it, because in the same interview he was talking about administrative roll and all things this senate and this speaker have talked about for a long time. This is what picked up the interest the roll of research. There was also a commission style on recommendations to IPFW governance, and one of those recommendations was to move the IU governance. Now as part of being Purdue Speaker I was involved very early in the Purdue study. One of the first drafts of that plan was to create governance over the regional campus, similar to what IU has. It was quickly shut down by the chancellor and by the faculty leaders, because of the direct connect between the chancellor and the president, is my guess. At least that was the deal two years ago. As Purdue Speaker, of course, I am bias, but to justify move to IU, because they have that unit is not strong enough for me.

b. Indiana University:

J. Badia: Welcome everyone back to another academic year. I wanted to start out by acknowledging the administration for the pay increase for clerical, service, and off tech employees. That is great news, and hopefully we move in that direction generally.

In IU related news both the university council and regional council meets tomorrow in Indy. As you know, I am a little new so I am trying to play catch up. I will have more information for the items on the agenda for next time. Finally, I wanted to raise an issue regarding some news that has been traveling through the IPFW grapevine concerning the German major at IPFW. It is my understanding that a decision has been reached to close the major without consultation from the department who will be affected. While circumstances of the major might cause its closure to fall outside of the purview of the Committee on Mergers/Reorganization/Eliminations, I hope we can agree that a process for eliminating a major with consultation with existing departments is a problematic at best.

5. Report of the Presiding Officer – A. Downs:

A. Downs: Thank you very much, Janet. I am about to hand out the report that we will be talking about in item number 10. While you do that, I want to introduce two people. One of them will help keep the house in order, and the other keeps track of everything we are

doing. Gary Steffen is the Sergeant-at-Arms, and I will say more importantly Sarah Mettert is the secretary to the Senate.

Senate Reference No. 14-1 is a list of all the Senate documents that were presented last year.

Speaking privileges have been given to Doug Townsend today, who will be speaking shortly.

I want to remind you of a couple things. As we get started in the semester I am sure several of you will have committee members get off of committees. There is actually a procedure on replacing committee members. If you are not sure how to do it, feel free to give me a call and we will run through that. Also, keep in mind, every committee/subcommittee is supposed to keep minutes and send them to Sarah. This is something we do not do particularly well, and would like to do it a little bit better. There are a certain number of training opportunities available for us. There are videos that help you learn how to do the things you should and should not be doing. These videos will be out October 1, and this is something we are supposed to do on a regularly basis. Also, as Senators if you could go back to your departments and let others know. This does matter to us, because this issue, if nothing else, helps keep down some of the costs of insurance for us. Finally, welcome back, and I wish everyone a good academic year.

6. Special business of the day:

a. Memorial Resolution (Senate Reference No. 14-2):

R. Hile read the memorial resolution for Beverly A. Hume. A moment of silence was observed.

b. Memorial Resolution (Senate Reference No. 14-3):

D. Townsend read the memorial resolution for David A. Legg. A moment of silence was observed.

c. Parliamentary Procedure – J. Malanson:

J. Malanson explained the parliamentary procedures and the importance of why we use them to apply order.

7. Committee reports requiring action:

a. Promotion and Tenure Task Force (Senate Document 14-1) – C. Erickson:

C. Erickson moved to approve Senate Document SD 14-1 (Continuation of Senate ad hoc committee).

Motion to approve passed on a voice vote.

b. Promotion and Tenure Task Force (Senate Document 14-2) – C. Erickson:

C. Erickson moved to approve Senate Document SD 14-2 (Approval of replacement members of the Promotion and Tenure Task Force).

Motion to approve passed on a voice vote.

c. Executive Committee (Senate Document 14-3) – K. Pollock:

K. Pollock moved to approve Senate Document SD 14-3 (Creation of an ad hoc Committee regarding enrollment).

Motion to approve passed on a voice vote, one abstaining.

8. Question Time: (Senate Reference No. 14-4):

Q: (For full question please see Senate Reference No. 14-4)

V. Carwein: Thank you for your question Chris. Let me respond in this way. First and foremost, I have always been and continue to be supportive, and an advocate for and continuously speak of the roll, importance of, and the impact of the research and scholarly work our faculty do in the development and application of knowledge, on the quality of our programs, on the quality of the learning of our students, and on the improvement and the advancement of our region and beyond. My comments are in meetings with legislators, presentations to various community groups, in discussions with business agency, and industry leaders in West Lafayette. I would also remind that last November I made very public, my support, to this Senate quotes that were reported in the Journal Gazette, that clearly articulated my personal position, about academic freedom, study and inquiry to our work, and the importance and impact of our faculty research, not only in this geographical region, but on the state, on the nation, and on the world. That knowledge creation integration and application is a major roll of plan 2020, clearly articulates faculty research and scholarly work as imperative to what IPFW does and what it will be into the future. My desire and my actions to expand and establish a higher profile and respect for our Honors Program is directly tied to every student being actively engaged with faculty in their research and scholarship. This in my view will be a distinguishing feature of our Honors Program and will differentiate it from others.

As for President Daniels remarks, I will tell you that even before your letter from faculty leaders reached his email and on his desk, feedback on expected reaction at IPFW with comments and corrections had been forwarded to the Senior System Administration. As the State Budget Committee just happen to be meeting on campus at the same time, the opportunity was not missed to reinforce the mission of IPFW, and to talk about the work we do. The overall impact and significance of faculty research and scholarship particularly to our region, I believe was not lost on the committee. In addition to that week I completed to media interviews, and addressed specific questions there. IPFW expectations, requirements and guidelines for research and scholarly productivity are among standing. They are

explicit, they are in writing, they are understood, and, I trust, are strongly being upheld within individual departments. The president's remarks, ITCHE attempts failed a year ago, to limit the research conducted by regional campus faculty. There is no evidence that I am aware of, that these views have prevented our faculty from engaging in research in their areas of interest and expertise. Threatened perhaps, but as a result of work and communications on a number of levels our research portfolio remains unchanged, and will continue unchanged. Regarding and ensuring that qualified faculty are teaching, the first, and most critical point of ensuring this, rests with faculty specifically. You and your respected departments are the most qualified to evaluate, the expertise, the experience, and the credentials of those of whom you invite to be your faculty colleagues, who will teach your department's course offerings. Each department, I trust, has specific criteria by which you assess potential problems. Our hiring process is designed to provide exposure of candidates to multiple levels of reviews. Departments, colleges, and ultimately the Office of the Vice Chancellor for Academic Affairs are responsible for ensuring that quality faculty is being hired to teach our courses. As you know, Vice Chancellor Drummond announced just last week that all candidates for faculty positions going forward will be required to present a teaching session during the on campus interview. As I understand it, a first for IPFW. Bottom line is this, last year alone eight books, 182 articles were published, and 236 scholarly presentations were made by 143 of your colleagues. While we acknowledge differences in the kinds of research conducted by faculty at research 1 campus's, such as, West Lafayette and IU Bloomington; we will not be diverted from our long standing expectations and our commitments to the rights of IPFW faculty to pursue and engage in research and scholarships in their areas of interests and their areas of expertise.

C. Erickson: I want to thank Chancellor Carwein very much for that answer. I think with ensuring that qualified faculty is teaching our classes I think we are all on the same page with that. All the departments have a set of standards of who they want to come into the department. I guess I was gearing more towards as we start to lose tenure-track faculty due to retirement or early retirement. Will those tenure-track positions start to be filled; instead of relying more and more on Continuing Lecturers and Limited Term Lectures?

V. Carwein: This fall there will be 14 tenure-track positions that will be in search immediately.

H. Sun: Would it be possible to know which departments those 14 tenure-track positions will be in?

C. Drummond: The deans have the list. We have not published a list, but we would be happy to.

C. Erickson: Would that list then go to the faculty or you? It would be interesting where those positions will be at.

C. Drummond: The deans have the list, and they can distribute it as they wish.

S. Beckman: I think it is probably available on the web through HR. I know one that is posted in our department, because that's how I found out the job description.

P. Iadicola: I believe the positions were listed at the convocation, unless I'm having a flashback from an earlier year.

C. Drummond: That is not a procedure.

A. Downs: That is a flashback, Peter. Unless anyone has any other questions, we will move on.

9. New business: There was no new business.
10. Committee reports "for information only":
 - a. Ad Hoc IPFW Senate Strategic Plan Committee (Senate Reference No. 14-5) – P. Iadicola:

Senate Reference No. 14-5 (Report of the IPFW Senate Ad Hoc Strategic Plan Committee) was presented for information only.
11. The general good and welfare of the University:

P. Iadicola: There were other resolutions passed last year that I want to bring to the attention to this body. One had to do with the policy regarding admission to the University. The resolution basically reaffirmed the role of the Educational Policy Committee to review the admission requirements of this University. This is something that is very important as we go forward. Admissions policies of this University in the past have been less developed, because it was virtually open. Now we are making changes, in terms of those admission standards of this University, and it is going to have an impact not only on enrollment, but the who is in the classes we are teaching. It is very important that EPC plays an active role in reviewing the recommendations of the Management Committee, in terms of those admission standards.

Also last year, I was involved on a task force that reviewed the athletic program, in terms of cost and benefits. A report was issued, and there was some discussion, but I was pleased to learn that the administration is moving forward, in terms of using that document in looking at the athletic program. Also, the work of that committee was slightly unfinished, and a survey would be done during this next year of our students, regarding their assessment of the value of this component of the University, and the expenditures that they are committing in fees to the program. This is something that is still present, and that we still need to think about and discuss. This is not last year's business; it is also this year's business. I am pleased to see the administration using that document, and I would expect that they would engage with this body in their recommendations on how we move forward with the athletic program.

S. Beckman: Something I was concerned about when we got the email from our president that early retirement would be offered one time to tenure-track faculty at regional campuses.

One, I would like to know how many that potentially is targeting here? Why is it only regional campuses? Is it possibly attempt to make us weaker with the loss of age and experience that tenure-track faculty bring? As tenure spots disappear and are replaced with LTL positions, what will happen in that cause?

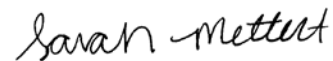
A. Downs: Good and Welfare usually means expressing concerns about the University, and not give and take. Since you are expressing your concern about the future of this University, on early retirement, you are not necessarily starting a debate in this meeting, correct?

S. Beckman: Correct.

T. Adkins: If you have not been over to the Library lately come and check out the brand new Honors Program Center. It is fantastic. Also, the doors are open now, and can get in very easily.

A. Downs: This summer the folks in the Library were joking about the entrance exam to IPFW was figuring out how to get into the Library, because the entrance kept moving around a little bit, but it is beautiful now.

12. The meeting adjourned at 1:15 p.m.



Sarah Mettert
Secretary of the Faculty

MEMORANDUM

TO: Fort Wayne Senate Executive Committee

FROM: Andrew Downs, Chair
Promotion and Tenure Task Force

DATE: August 21, 2014

SUBJ: Continuation of Senate ad hoc committee (Promotion and Tenure Task Force)

WHEREAS, SD 13-01 created the Promotion and Tenure Task Force (P&TTF); and

WHEREAS, The Bylaws of the Senate (5.4.1) provide that an ad hoc committee cannot “continue beyond a year’s duration from the date of its creation unless the Senate adopts a motion specifically directing it to do so.”; and

WHEREAS, The P&TTF has drafted a new promotion and tenure procedure document that has been circulated for comments and has begun drafting a new promotion and tenure criteria document that will be circulated for comments; and

WHEREAS, The P&TTF has established a schedule to submit both documents to the Senate in December; and

WHEREAS, The members present at a meeting of the P&TTF on August 21st voted to request the Senate’s approval to continue its work in the 2014-15 academic year;

BE IT RESOLVED, That the P&TTF requests the Executive Committee forward this request to the Senate for approval.

<u>Approving</u>		<u>Voting No</u>	<u>Not Present</u>
T. Adkins	C. Pomalaza-Raez	D. Maloney	S. Choi
J. Badia	M. Sharma		C. Drummond
E. Blakemore	L. Vartanian		
P. Dragnev	M. Yen		
C. Erickson			

Note: Questions concerning this document should be addressed to Andrew Downs at 481-6691 or downsa@ipfw.edu.

MEMORANDUM

TO: Fort Wayne Senate Executive Committee

FROM: Andrew Downs, Chair
Promotion and Tenure Task Force

DATE: August 21, 2014

SUBJ: Approval of replacement members of the Promotion and Tenure Task Force

WHEREAS, The Bylaws of the Senate provide (5.1.2.) that "... Senate Committees ... shall have the power to fill committee vacancies for the remainder of an academic year, subject to Senate approval at its next regular meeting"; and

WHEREAS, There are two vacancies on the Promotion and Tenure Task Force (P&TTF); and

WHEREAS, The members of the P&TTF present at a meeting on August 21st, voted unanimously to appoint Associate Professor Sarah Beckman Department of Nursing, representing the College of Health and Human Services, as a replacement member for the remainder of the 2014-15 academic year; and

WHEREAS, The members of the P&TTF present at a meeting on August 21st, voted unanimously to appoint Associate Professor Mark Ridgeway Department of Theater, representing the College of Visual and Performing Arts, as a replacement member for the remainder of the 2014-15 academic year;

BE IT RESOLVED, That the P&TTF requests the Executive Committee forward these appointments to the Senate for approval.

<u>Approving</u>		<u>Not Present</u>
T. Adkins	D. Maloney	S. Choi
J. Badia	C. Pomalaza-Raez	C. Drummond
E. Blakemore	M. Sharma	M. Yen
P. Dragnev	L. Vartanian	
C. Erickson		

Note: Questions concerning this document should be addressed to Andrew Downs at 481-6691 or downsa@ipfw.edu.

MEMORANDUM

TO: Fort Wayne Senate

FROM: Kathy Pollock, Chair
Executive Committee

DATE: August 25, 2014

SUBJ: Creation of an ad hoc Committee regarding enrollment

WHEREAS, IPFW has experienced declining enrollment for three years; and

WHEREAS, there are there are faculty on campus with expertise that would help understand enrollment trends; and

WHEREAS, there is no foolproof model to explain and forecast enrollment, but a more sophisticated analysis would help;

BE IT RESOLVED, That an ad hoc committee on enrollment be formed to identify sources of data, questions to be asked, and analysis to be performed when attempting to explain and forecast enrollment at IPFW and report such information to the Senate no later than December of 2014; and

BE IT FURTHER RESOLVED, that this ad hoc committee be comprised of those faculty interested and willing to serve, not to exceed five (5) members.

Approving

J. Badia

J. Casazza

A. Downs

P. Dragev

K. Pollock

A. Schwab

N. Younis

Disapproving

Absent

Non-Voting

J. Malanson

To: Chancellor Vicky Carwein and
Andrew Downs, IPFW Senate Presiding Officer

From: Peter Iadicola Chairperson of Ad Hoc IPFW Senate Strategic Plan Committee

Date: Tuesday, June 10, 2014.

Re: Report of the IPFW Senate Ad Hoc Strategic Plan Committee

The IPFW Ad Hoc Strategic Plan Committee met from April 9 to June 6, 2014 to review and make recommendations on the administration's proposed strategic plan for 2014 – 2020. The minutes of these meetings provide a detailed listing of the changes that were made to the proposed document. Below is the revised plan with the incorporation of all recommended changes. It was not the committee's charge to write a strategic plan but rather to respond to the plan submitted to the committee for review and recommendation. Thus the basic framework of the plan was maintained however the committee made = significant modification to all elements. Furthermore, what is missing from the plan is a discussion of the planning environment in which the university is responding and a timeline and benchmarks for the proposed metrics throughout the period of the plan's implementation. The committee recommends that these elements of the plan be developed and submit to the senate when the plan is completed. These recommendations are submitted to the IPFW Senate and to the Chancellor for consideration.

IPFW Senate Ad Hoc Strategic Plan Recommendations

Below is the plan that is recommended that is based on the proposed plan of the central administration.

Mission

IPFW is a comprehensive university which, through its Indiana University and Purdue University undergraduate and graduate programs and scholarship of its faculty, engages the region, nation, and world in the education of its citizens, advances knowledge, and drives the economic, cultural and intellectual development of Northeast Indiana.

Vision

IPFW will be the university of choice for the citizens of Northeast Indiana and beyond. It will be recognized for a transformative learning environment characterized by intensive mentoring, excellence in faculty scholarship, integration of life and work experiences and community engagement, resulting in exceptional retention and graduation rates, signature programs, and graduates prepared to compete locally, regionally, and globally and improve quality of life. IPFW will drive the economic, social, intellectual and cultural development for a vibrant, prosperous and globally competitive region.

Values

IPFW values:

- the integrity, significance, and value of the Indiana University and Purdue University degrees.
- an environment of open intellectual inquiry, mutual respect, shared governance, and civility.
- an environment that enhances learning by recognizing the inherent worth of all the individuals and celebrating differences of culture, background, and experience among all individuals and groups.
- the highest ethical standards of equity, fairness, transparency, and academic integrity.
- a multifaceted and mutually beneficial collaboration with the Fort Wayne and greater northeast Indiana region.

Strategic Plan Goals

Goal Area I - Foster Student Success

- A. Process Goals: Improve Measurement of Student Learning
 - 1. Improve quality and fidelity of assessment process of degree/certificate programs, General Education program, and Baccalaureate Framework with dedicated resources.
 - 2. Use assessment data to improve student learning.
- B. Process Goals: Increase student engagement.
 - 1. Increase opportunities for engaged and experiential learning including service learning and internship programs.
 - 2. Expand impact and profile of Honors Program.
 - 3. Expand number of degree programs that have gateway courses.
 - 4. Expand use of high-impact instructional and advising interventions.
 - 5. Transform the concept of the college classroom and the delivery of education.
- C. Process Goals: Increase interdisciplinary and graduate programs and internationalization of the curriculum.
 - 1. Develop and promote interdisciplinary programs where there are sufficient university assets available and anticipated employment needs.
 - 2. Review, prioritize, and expand international agreements.
 - 3. Promote academic programs for international market.
 - 4. Expand support for international students.
 - 5. Invest in academic programs with international curricula.
 - 6. Increase support programs for international study for domestic students.
 - 7. Establish links between baccalaureate and post-baccalaureate programs.
 - 8. Respond to regional demand with appropriate post-baccalaureate credentials.
- D. Process Goal: Increase the diversity of the IPFW community.

1. Develop activities and experiences that promote multiculturalism as a value.
2. Embrace a definition of diversity which includes a broader array of human differences.
3. Build and strengthen relationships, proactive programs and services designed to encourage enrollment of students from historically under-represented groups.
4. Recruit and retain a diverse faculty and staff at all institutional levels.

Outcome Goals

1. Increased number of graduates and increased graduation rate.
2. Increased number of students achieving junior status.
3. Increased fall-to-fall retention rate.
4. Increased average credit hour enrollment per student.
5. Greater percentage of "Regularly Admitted" students enrolled.
6. Increased number of Honors Program-eligible 1st year students.
7. Increased interdisciplinary programs.
8. Increased enrollments of international students.
9. Increased international study participation for domestic students.
10. Increased enrollment in on-campus courses with global content.
11. Increased international student enrollment in online courses.
12. Expanded certificates, masters, and professional practice doctorate programs.
13. Increased enrollment in post-baccalaureate programs.
14. Increased number of graduates of post-baccalaureate programs.
15. Increased enrollment of students from historically under-represented groups.
16. Increased diversity of qualified faculty and staff at all institutional levels.
17. Increased multicultural awareness, competence, and appreciation.

Goal Area II - Promote the Creation, Integration and Application of Knowledge

Process Goals

1. Project future regional, national, and international demand for research and collaboration.
2. Promote mentoring relationships between faculty and students engaged in creation, integration, and application of knowledge.
3. Promote the development of opportunities for faculty and student engagement with the community for the application and integration of knowledge.
4. Enhance the effectiveness of the Office of Research, Engagement, and Sponsored Programs to support faculty, students and external partners.

Outcome Goals

1. Increased production of faculty scholarship and creative endeavor.
2. Increased funded faculty activities for scholarship and creative endeavor.
3. Increased collaboration between community organizations and businesses and faculty.
4. Increased number of collaborative projects between faculty and students.
5. Increased faculty/student community engagement projects aligned with academic goals.
6. Increased regional, national, and international reach, collaboration, and recognition for faculty and student activities.

Goal Area III - Serve as a Regional Intellectual, Cultural, and Economic Hub

Process Goals

1. Expand meaningful collaborations with regional, national, and international partners.
2. Expand research opportunities with regional, national, and international partners.
3. Provide access to outstanding intellectual programming.
4. Produce and sponsor outstanding cultural and artistic programming.
5. Provide non-credit enrichment experiences for the community.
6. Provide leadership in regional economic development.
7. Serve as an exemplar of free and open discourse.

Outcome Goals

1. Increased number, significance, and impact of intellectual programming.
2. Increased attendance at intellectual programming.
3. Increased number, significance, and impact of cultural and artistic programming.
4. Increased attendance at cultural and artistic programming.
5. Increased opportunities and participation in enrichment experiences.
6. Increased role in regional economic development initiatives.
7. Regional recognition as a center of public discourse on challenging topics.

Goal Area IV - Create a Sustainable University through Improving the Support of Stakeholders and the Quality and Efficiency of the Organization

A. Process Goals: Measurement and Metrics

1. Rationalize, prioritize, and establish a set of appropriate performance metrics for all academic and non-academic units.

2. Establish an integrated system of program reporting, review, assessment and accreditation that is aligned to performance metrics.

B. Process Goals: Efficiency

1. Resource allocation prioritization informed by performance metrics.
2. Decentralize resource distribution and control to lowest level, mission focused administrative units.
3. Eliminate process barriers in enrollment management that impact student achievement.
4. Identify gaps in academic and program offerings and prioritize programs for creation, expansion, merging, or cessation.
5. Continue increasing transparency in resource allocation budget formation and administration, and personnel decisions.

C. Process Goals: Philanthropic Support

1. Build infrastructure to support advancement goals and functions.
2. Implement a strategy for sustainable external funding of signature programs.
3. Re-envision Foundation Board as fundraising leadership Board.
4. Enhance volunteer engagement in support of strategic goals and fundraising.

Outcome Goals:

1. Maintain a culture of continuous improvement of the quality and efficiency of the organization.
2. Academic and non-academic units achieve performance metric targets.
3. Increased resource distribution and control to lowest level, mission focused administrative units
4. Increased distribution of information on resource allocation, budget formation and administration, and personnel decisions
5. Regional, national, and international recognition for quality improvement outcomes.
6. High levels of student satisfaction with all university processes.
7. Institutional priorities supported with significant external funding.
8. Increased external funding in support of signature programs.
9. Minimum of two endowed professorships in every college.
10. Increased number of academic and full-ride scholarships based on external funding.

Additional Committee Recommendations Regarding Plan Implementation

The committee recommends that the final Indiana University – Purdue University Strategic Plan 2014 to 2020 contain a section that describes the planning environment or context for the plan's development.

The committee recommends that the final Indiana University – Purdue University Strategic Plan 2014 – 2020 contain a section that has a timeline with benchmarks noted throughout the period of the plan's implementation.