

# **IU East Campus Progress Report**

## ***2007-08***

### Introduction

The following report offers a brief summary of significant changes and accomplishments at IU East during the 2007-08 academic year. Some of these changes have been in response to the recommendations in the report prepared by the IU East Review Task Force in May 2007, others in response to opportunities that have presented themselves to the campus and still others the result of the creative ideas and hard work of all employees at IU East. This summary demonstrates the progress that has been made over the past year in moving IU East to a new vision of stability and growth. Through the dedication of faculty and staff and with the support of the community, this vision has been realized.

### Vision

IU East is now being recognized as the leader in baccalaureate and graduate education in east central Indiana and west central Ohio. The counties it serves in Indiana were expanded from seven to 13, and the six counties covered by the Indiana-Ohio Reciprocity Agreement will continue to be a priority for new enrollments. The student body at the Richmond campus is becoming more traditional, with recruiting efforts aimed at direct from high school students. The campus will continue to offer programs at its regional centers and via online delivery, with special attention given to the latter. Non-traditional students will continue to be welcomed, with greater emphasis placed on ensuring sufficient academic preparation of all students for them to be successful. To develop the firm image of a traditional college campus required to reach this vision, the campus is adding co-curricular programming aimed at full-time students, including a new student governance structure, intercollegiate athletics, fine and performing arts opportunities, special campus events and other student life activities.

### Administrative Structure

The top-level administrative structure of the campus was reconfigured. This structure is a two Vice Chancellor model (Academic Affairs and Administration & Finance), as recommended by the IU East Review Task Force report. A senior position of Executive Director of External Affairs was added. The new structure emphasizes the primacy of the academic mission of the campus.

## Strategic Planning

An Academic Affairs Strategic Plan was drafted and implemented by the IU East Academic Affairs Council. A Strategic Plan for Diversity was drafted and implemented by a new campus-wide Commission on Diversity and Equity. A comprehensive Recruitment Plan was developed and implemented for activities leading to 2008-09 enrollments. A special strategic plan for distance education was also drafted and implemented.

## Enrollment: Student Recruitment

The campus completed a consulting engagement with Noel-Levitz that resulted in a re-engineering of admissions processes, the addition of an admissions counselor, and the creation of a comprehensive recruitment plan for 2008-09. Overall enrollments for 2007-08 exceeded those of 2006-07, both in headcount and credit hours. The percentage increase in fall 2007 credit hours over fall 2006 was the highest of any IU campus and substantially above the budgeted credit hours. The new freshman class included the largest number of direct-from-high school students in the history of the campus, and the average SAT/ACT scores, class ranks and high school GPA's of these students were higher than in 2006. It was the large freshman class that counteracted the smaller sophomore class to make the overall enrollment gains possible.

The admissions of new students for fall 2008 currently exceed last year's admissions at the comparable point in the recruiting cycle. The high school guidance counselor event was rescheduled and reconfigured; it attracted by far the largest number of guidance counselors in the history of the event. Other recruiting events, such as Explore IU East, have been added, and four-year scholarship programs, including admission-based, merit and outreach programs, were created. IU East contracted with Hobsons to implement a comprehensive system for managing recruiting communications, a major thrust of the re-engineering of admissions processes.

## Enrollment: Student Retention

The campus entered into a second consulting engagement with Noel-Levitz, this time to explore and implement best practices in student retention and persistence to graduation. A Student Satisfaction Inventory survey was administered to 1000 (out of 2300) students, and a new academic advising structure was developed. The position of Director of Retention Services was created to oversee and monitor campus retention initiatives and to support a first-year experience initiative. A pilot freshmen seminar and a pilot summer bridge program are planned for new students in the fall 2008, as is an early alert system and a more deliberate early warning system. A redesigned New Student Orientation is also intended to contribute to higher retention and persistence rates.

### Financial Aid and Scholarships

The operations of the Office of Financial Aid and Scholarships were revamped to provide more responsive and helpful service to students. A new program of four-year scholarships in the categories of admissions-based, merit and outreach was created with the dual purposes of increasing retention of current students by alleviating insecurities with respect to future financing of their education and attracting worthy students who have scholarship options at other institutions.

### Academic Structure

The Faculty Senate Constitution was revised to accommodate the conversion of Academic Divisions to Schools. Two of six academic divisions were combined into the School of Humanities and Social Sciences. Approval for five IU East Schools was acquired from the Board of Trustees and the Indiana Commission for Higher Education. A job description for academic deans was developed, and a process for appointing and evaluating deans was executed. A transition of academic units (Schools and Library) to a responsibility-centered management structure was accomplished for the 2008-09 fiscal year. With this structure, each school will manage all costs and income attributable to that school, thus rewarding schools that grow in credit hours.

### Distance Education

IU East entered into an agreement with the IU School of Continuing Studies (SCS) to offer online courses as options for SCS General Studies students. Twelve courses were offered in the spring 2008 semester. A plan to offer three online bachelor's degree completion programs (3<sup>rd</sup> and 4<sup>th</sup> year) was developed—B.S. in Business Administration, B.A. in English (Technical and Professional Writing concentration) and B.A. in Communication, each of which involve 60 credits of coursework at the upper level. Final approvals are pending the outcome of a review by the NCA Higher Learning Commission.

### Off-campus Programming

A new arrangement for program delivery in Connersville was implemented. An agreement with Ivy Tech Region 9 (Richmond) with respect to a cooperative approach to Connersville programming is being reviewed and revised to improve services. A senior level administrative committee, including the CEO's and CAO's of IU East and Ivy Tech Region 6 (Muncie), as well as the President of the Danielson Education Council and Director of the Danielson Learning Center, was created to review and revise the delivery of higher education programming in New

Castle. Expansion of bachelor's degree completion programming in Lawrenceburg, in collaboration with Ivy Tech Region 11 and the city of Lawrenceburg, is being explored to serve the currently underserved counties surrounding the city. This will complement the completion program in Business Administration and an RN to BSN (Mobility Program). A request to offer the RN to BSN at Good Samaritan Hospital in Dayton will be submitted to the Ohio Board of Regents in the near future. A Change Request has been submitted to the NCA Higher Learning Commission for permission to offer a program in another state. Both the Lawrenceburg and Good Samaritan initiatives involve no on-site overhead; the facilities are being offered at no cost to IU East.

### New Degree Programming

The B.S. in Informatics has already been approved by the IU Board of Trustees and ICHE for IU East; a multidisciplinary committee is now operating under a tight timeline to develop a strategy for implementation of this degree program. Proposals for a B.S. in Health Sciences, designed primarily (but not only) as a degree completion program for students who have earned an associate degree in a health professions related area, and a Master of Science in Management are in development. Also in development are (1) the split of the current B.S. in Behavioral and Social Sciences into a B.S. in Psychology and a B.S. in Social Science, and (2) the addition of a B.S. in Communication Studies to augment the current B.A. in Communication, with a slightly more technical focus than the B.A. IU East entered into an agreement with the IUPUI School of Physical Education and Tourism Management to offer the first three years of the B.S. in Tourism, Conventions and Event Management to IU East students through online courses. IU East entered into a preliminary agreement with the IU School of Social Work (SSW) to offer a Master of Social Work (MSW) degree at the Richmond campus, to commence in the fall 2008 semester, pending required approvals.

### Faculty Positions

Thirteen full-time faculty searches were initiated for the 2008-09 academic year. In addition, two Social Work positions will be searched, one each in accordance with the undergraduate and MSW agreements with the IU School of Social Work. These 15 positions, when filled, will restore all the faculty lines removed from the IU East budget in response to the enrollment shortfall experienced last year (2006-07) and anticipated for this year (2007-08). One of these positions is the first full-time Music position for the campus.

### Faculty Research and Scholarship

A comprehensive approach for encouraging and supporting faculty research and scholarship was developed and will be implemented in the 2008-09 academic year. The approach includes a

reduction of teaching load for tenure-track and tenured faculty involved in research and creative activities, a system for rewarding productive faculty with annual merit salary adjustments, and enhanced faculty development budgets for each academic unit that will at least double currently available funding. Support in the form of clerical and teaching/research assistance is also being explored. A Faculty Research Advisory Council has been created to make recommendations. The increased emphasis on research and scholarship will bring IU East in line with other IU campuses and contribute to the image of a traditional baccalaureate and graduate institution.

### Recognition of Faculty and Staff

An emphasis was placed on recognizing and rewarding outstanding faculty and staff for their accomplishments and contributions to the campus. New awards were created for both faculty and staff and were presented at the Honors Convocation. An Employee of the Quarter award and a special bonus program were developed for staff.

### Ivy Tech Community College Richmond

A Statement of Mutual Purpose between IU East and Ivy Tech Richmond was signed in the Indiana Statehouse by the chancellors of the two campuses and the presidents of the two institutions. The Statement acknowledges the distinct missions of the two institutions and outlines the areas of potential collaboration that would improve both efficiency and effectiveness of our mutual operations in service to the region. The proposed initiatives incorporated in the Statement are being developed into a set of action items to be implemented by joint committees.

### Co-curricular Activities and Campus Life

IU East's application for membership in the National Association of Intercollegiate Athletics (NAIA) was accepted, and the campus was voted into the Kentucky Intercollegiate Athletics Conference in October 2007. IU East competed in three sports this year—men's basketball, women's volleyball and men's golf. The successful inaugural season of intercollegiate athletics was capped off with a conference championship in men's golf. IU East plans to add three additional sports for next year—men's and women's cross country and women's golf, and more in subsequent years. After a five-month process of soliciting input from the campus and community, IU East officially became the Red Wolves. The goal of the mascot change was to identify a name that captured the spirit and energy of the new athletic teams and the entire campus. The leadership of the Office of Campus Life was reconfigured, and plans are in place to develop a new student governance structure and a new approach to student life events and activities. A grant proposal to establish a central Office of Service Learning was funded by the Indiana Campus Compact.

## Marketing and Public Relations

Substantial new resources were added to IU East marketing activities. The Executive Director of External Affairs is developing a new approach to marketing that emphasizes significant campus events, spirit items and merchandise, high quality recruiting materials, a dynamic and accessible Web site, and a few strategically-placed billboards, putting less emphasis on newspaper, radio and television ads. Special attention is being given to maintaining accurate and up-to-date Web pages. A public relations campaign with local media is also integral to this approach.

## Campus Communications

A program of scheduled meetings with the Chancellor and IU East constituent groups was created to ensure that faculty, staff, students and community leaders are well-informed of the directions in which the campus is moving and the initiatives it is pursuing, as well as to provide a forum for feedback and input. The meetings of the IU East Board of Advisors were reorganized to place greater emphasis on the academic mission of the campus. An enhanced set of email, Web-based and print communication instruments was developed to further inform the campus community of events and activities. The IU East Alumni Association is developing a strategic plan that will involve growing its board and identifying meaningful ways to not only connect alumni, but also support the new mission and growth of the campus.

## Facilities

New interstate signage for the three educational institutions (IU East, Ivy Tech and Purdue) and the Reid Memorial Hospital has been completed. A remodeled Nursing Lab was completed and dedicated to the Quigg Family Foundation and Reid Hospital & Health Care Services in August. Plans for creating a new Biotechnology Lab have been finalized. New road access between the campus and Reid Hospital was dedicated and opened. Other projects include a relocated Campus Welcome Center and Admissions suite as part of a comprehensive plan for the rearrangement of several office locations. The plan designates appropriate spaces for IU East's newly formed schools and creates an appropriate and uniform presence for administration of these units on campus. In the longer term, an additional academic building and a recreational and athletic complex are being pursued.

## Institutional Advancement

With support from a major community leader and Board of Advisors member, IU East hosted the premiere of "1:47", a documentary film on the catastrophic Richmond explosion of 1968. Three subsequent screenings of the film all sold out. The film was co-written and directed by IU East

faculty member Jean Harper. Proceeds from the event will support a summer institute on creative writing and photography related to student connections with their communities.

### Economic Development

IU East hosted a summit of five key IU center directors in December to explore with community leaders the possible roles the Richmond campus could play in the economic development of the region. A stronger relationship with Reid Hospital is being pursued as a possibility for further development in the medical and life sciences sector. In April, IU East brought Richmond community leaders together again, meeting with community leaders from another region of the state that secured a \$38 million grant to support that region's shared vision.

### K-12 Initiatives

IU East, Earlham College and Ivy Tech Community College Richmond hosted a Wayne County Education Summit in October 2007. One outcome of this Summit was a set of activities that IU East will pursue to contribute to the success of K-12 education in the region. Scholarships to support 21<sup>st</sup> Century Scholars who would like to attend courses at IU East as high school students have been created. The ACP program is being expanded in the region. The M.S. in Education was initiated in the summer 2007, involving teachers from K-12 schools throughout the region. The IU East School of Education is playing a leadership role in the creation and implementation of the Third Grade Reading Academy, a community initiative to help students who cannot read at grade level at the third grade.

### Diversity

A Strategic Plan for Diversity was drafted and implemented by the newly constituted IU East Commission on Diversity and Equity. A new Martin Luther King, Jr. celebration was created. Special efforts to diversify further the full-time faculty for next year has been successful. Scholarship programs aimed at low income and first generation students have been implemented for fall 2008.