



IUB 2030 STRATEGIC PLAN WORKING DRAFT

Goals, Metrics, and Objectives

INTRODUCTION

About this working draft

Since its beginning last October, the ongoing strategic planning process at Indiana University Bloomington (IUB 2030) has included the efforts of 25 working groups, four planning committees, and an executive committee, and has been informed by the perspectives of hundreds of faculty, staff, students, alumni, and campus and community leaders.

The working draft presented here for feedback from the IUB community reflects progress to date in identifying promising opportunities for IUB over the next seven years, aligned with the framework pillars in the Indiana University strategic plan (IU 2030) released last fall.

- Student Success and Opportunity
- Transformative Research and Creativity
- Service to Our State and Beyond

Please know this is still very much a working draft, open to additions, feedback, and refinement.

More guiding narratives and benchmarked metrics, driven from ideas surfaced throughout the process, will be added to the final strategic plan to guide implementation and track progress.

In addition, the IUB 2030 plan will join concurrent plans from IU's Indianapolis and regional campuses in contributing to the overall success of IU 2030.

PREAMBLE

Building on Strengths, Expanding IU Bloomington's Markers of Distinction

For more than 200 years, the faculty, staff, and students of IU Bloomington have shaped a campus marked by academic rigor and creative excellence across a vast array of fields and disciplines. IU Bloomington is as globally recognized for excellence in arts, music, and humanities as it is for business, social sciences, and cutting-edge scientific innovation. From education to law to media to health sciences, IU Bloomington is a leading producer of scholarship and graduates who engage confidently with the nuanced complexity of their fields in an ever-changing world. This legacy of academic strength exists within a campus environment that provides robust student support and opportunity; continues to push for increased diversity, equity, and inclusion in all aspects of the campus; and has a legacy of preparing students for fulfilling lives and careers.

These strengths, and many others, form a vibrant campus culture that has rightfully earned a place among the finest in all American higher education.

The potential goals, metrics, and objectives outlined in this working draft draw on the deep well of existing distinction across the campus, creating promising opportunities for increasing student success and opportunity and transformative research and creativity, and bolstering our impact in Indiana and beyond.

To lead boldly through today's resource-constrained environment across public higher education, the working draft assumes collective fiscal responsibility and encourages entrepreneurial and innovative opportunities to generate additional revenue necessary to achieve our ambitions.

The draft assumes the continuation of IUB's historic strengths as a baseline for the future ability to pursue and prioritize new areas of need identified by the IUB community and the communities we serve, while fostering the interdisciplinarity and collaboration necessary to achieve these new and expanded goals – all ensuring that IUB's legacy as one of the nation's leading public research university campuses only continues to flourish and evolve.

Student Success & Opportunity

IUB will ensure the long-term success of all students — undergraduates, graduates, professional students, online, and lifelong learners — by providing the highest quality of education through a rich, diverse, and engaging environment.

Goal 1: IUB will increase academic success and educational opportunity for all students.

Metrics:

Undergraduate

- Improve six- and four-year graduation rates to the top 25% of peer group.
- Increase retention rate for first-year, full-time students to the top 25% of peer group.
- Improve persistence beyond the first year to the top 25% of peer group.

Graduate

- Improve time-to-degree for graduate and professional students to the top 25% of peer group.
- Improve retention rates in graduate programs to the top 25% of peer group.
- Improve completion rates in graduate programs, particularly doctoral-level programs, to the top 25% of peer group.

Objectives:

- **Evidence-Based Pedagogy.** Increase adoption of evidence-based pedagogy and enhance cutting-edge inquiry on inclusive teaching and pedagogy.
- **Degree Pathways.** Utilize data-driven solutions to ensure students can efficiently progress to timely degree completion.
- **Academic Support and Advising.** Ensure that all student populations have equitable access to academic resources and cocurricular support.
- **Faculty and Staff Engagement.** Create planned opportunities throughout each student's degree progression for mentored and meaningful engagement with the exceptional faculty and staff on this campus.

Goal 2: IUB will foster a diverse and inclusive student community that stimulates a strong sense of belonging and well-being.

Metrics:

- Increase the proportion of diverse students enrolling at IUB to the top half of peer universities.
- Reduce equity gaps annually in all key student success metrics (four- and six-year graduation rates, retention, persistence, DFW rates, time-to-degree, graduation, job placement) between overall population and identified cohorts.
- Increase financial aid for low-income and first-generation students through fundraising.

Objectives:

- **Access and Equity.** Increase recruitment efforts and create dedicated support programs to ensure that students from underrepresented groups have the necessary support to succeed at IU.
- **Belonging and Inclusion.** Create support structures and mentoring programs that cultivate inclusion and belonging in all areas where students live, eat, learn, and play.
- **Promoting Health.** Expand health services at IUB to address all aspects of health, wellness, and well-being with a particular focus on mental health.
- **Community Building.** Utilize our strong arts, culture, and athletics assets to bring the community together and increase inclusivity and belonging.
- **Navigation Support.** Through knowledgeable advocates, ensure students have readily accessible information on how to navigate campus and community resources related to food insecurity, housing, and other life concerns that affect their sense of security and well-being.

Goal 3: IUB will enhance the undergraduate student experience through a cohesive first-year residential experience and distinctive learning experiences to prepare thriving leaders and positive contributors to society.

Metrics:

- Ensure all undergraduate students will complete at least four “real-world” learning experiences, such as internships, undergraduate research and creative activity, study abroad, and community-based learning experiences as part of their 120-hour curriculum.

- Increase the number of interdisciplinary degree programs by 10%.
- Increase undergraduate career placement rates to the top 25% of peer group.

Objectives:

- **Student's First Year.** Reconceptualize and redesign a student's first year at IUB into a comprehensive transition experience from admission through the end of a student's first year.
- **Annual "Real-World" Learning Experience.** All students will have at least one experiential learning opportunity each year. This includes a common first-year seminar course, a culminating academic capstone experience in the final year, and two additional experiences that could include internships, undergraduate research, study abroad, and community-based learning experiences.
 - **Internships.** Create more intentional opportunities, including internships, for students to actively engage with industry and local communities to address real-world challenges.
 - **Undergraduate Research.** Expand opportunities for undergraduate students to engage in meaningful and mentored research and creative experiences, making undergraduate research a hallmark of the IUB student experience while simultaneously expanding awareness of the value of research and creative activity.
 - **Study, Service Learning, and Internships Abroad.** Mobilize IUB's university partnerships and international alumni network to increase the accessibility and inclusiveness of international education for IUB students, including study abroad, international internships, and international service-learning programs.
- **General Education.** Revise general education to require experiential learning opportunities, while maintaining the strong liberal education that is the hallmark of an IUB education.
- **New Interdisciplinary Degree Programs.** Create new interdisciplinary degree programs that combine the best of two or more programs to allow our graduates to be truly distinctive.
- **Career Preparation.** Integrate individualized career development services and opportunities into each year of a student's undergraduate experience, based upon students' needs and career aspirations.

Goal 4: IUB will ensure graduate students are prepared for diverse career opportunities through excellent and innovative degree programs.

Metrics:

- Increase career placement rates to the top 25% of peer group.
- Increase enrollment in graduate online, hybrid, or low-residency programs by 200%.
- Increase the number and percentage of doctoral students receiving funding on extramural grants and philanthropy. (Benchmark and Target TBD)
- Increase master's student enrollment by at least 50%.
- Increase enrollment in graduate certificates or micro-credentials by 100%.
- Increase the number of IU undergraduates pursuing an accelerated master's pathway by 100%.
- Increase the number of interdisciplinary graduate degrees by 50%.

Objectives:

- **Leader in Innovation.** Transform graduate education through curriculum innovations and enhanced mentoring to improve student success outcomes, including career placement.
- **Career-Based Support.** Prepare all graduate students with structured and customized professional development and career services with a specific focus on diverse career pathways.
- **Relevant Assistantships.** Maximize finite resources by evaluating new models to fund doctoral students that support their research, creative activity, and professional goals.
- **Workforce Opportunities.** Respond to current and emerging workforce opportunities through rapid creation of graduate education, certificates, and micro-credential programs, including clear pathways for stacking credentials to obtain graduate degrees.
- **Online Offerings.** Grow high-quality online, hybrid, and low-residency programs that leverage the existing strengths of the campus and are in high-demand areas, both nationally and internationally.
- **Accelerated Pathways.** Increase accelerated master's pathway offerings that creatively combine IUB bachelor's degrees with graduate credentials to create distinctive combinations of training for careers of the future.
- **Cutting-Edge, Interdisciplinary Master's Programs.** Strategically develop interdisciplinary master's programs that synergize unique combinations of disciplines required for emerging careers.

Transformative Research & Creativity

IUB will engage in high-impact research and creative activity, advance knowledge, and improve the lives of people in Indiana and beyond.

Goal 1: IUB will radically accelerate the scale and scope of groundbreaking research and creative activity.

Metrics

- Increase the number of faculty who receive highly prestigious research awards to the top 50% of peer group.
- Increase externally sponsored funding for research to \$250 million annually.
- Increase the number of large external grants (over \$5 million per year) by 50%.
- Increase books per research-eligible faculty to the top 25% of peer group.
- Increase peer-reviewed articles per research-eligible faculty to top 25% of peer group.
- Increase citations per research-eligible faculty to the top 50% of peer group.
- Increase percentage of research-eligible faculty with external research funding to 50%.
- Increase sponsored research support from foundations, industry, and government contracts by 50%.
- Generate at least two \$25 million+ “big idea” philanthropic gifts for research/creative activity.

Objectives:

- **Transformational Areas of Research.** Lead the nation in high-priority transformative research. Near-term priorities include:
 - aging research to improve the social, cognitive, physical, and psychological outcomes of older adults;
 - artificial intelligence, including the design of human-AI systems optimizing how AI works with, learns from, and interacts with people;
 - quantum frontiers in materials, information, and security; and
 - environmental health to prevent human disease and preserve ecosystem function in dynamic and polluted environments.
- **Research Support.** Revamp our research support infrastructure including services, facilities, shared research equipment, data resources, personnel, and training to provide support services to foster excellence in research and creative activity across all disciplines.

- **New Teams, Expanded Opportunities.** Identify opportunities to leverage our disciplinary strengths across the arts, humanities, social sciences, and STEM fields to cultivate new, interdisciplinary research teams to address complex challenges.
- **National Recognition for Exceptional Faculty.** Position our exceptional scholars, researchers, and artists, to receive awards and honors such as National Academy memberships, Guggenheim Foundation fellowships, and recognitions from other national organizations of similar prestige.
- **International Development.** Leverage the research and resources of IUB's academic units to compete for large interdisciplinary grants supporting transformational projects around the world.
- **Expanded Research Ranks.** Reimagine academic personnel roles and responsibilities to support even higher levels of productivity for research and creative activity, including research professors, research scientists/scholars, and postdoctoral fellows.
- **Faculty Development Programming.** Create professional development programs that specifically support underserved and diverse faculty in reaching their ambitious research goals.

Goal 2: IUB will expand translational research and discovery to create novel solutions that have human impact.

Metrics:

- Increase industry research and development (R&D) expenditures by 100%.
- Increase invention disclosures by 100%.
- Increase number of license agreements by 50%.
- Increase license revenue by 25%.
- Increase annual number of faculty, staff, and/or student startups by 100%.
- Increase number of faculty, staff, and students who engage in entrepreneurial and discovery activities on campus by 200%.

Objectives:

- **Next-Generation Innovators.** Train and educate the next generation of innovators who can apply entrepreneurial and design thinking to benefit the state of Indiana and beyond.
- **Leader in Indiana's Innovation Ecosystem.** Become a major collaborator in the state's research and innovation ecosystem, including but not limited to Crane, Applied Research Institute, BioCrossroads, Elevate Ventures, and the Dimension Mill.

- **Hub for Translation and Commercialization.** Create a modern innovation hub to coordinate existing assets in addition to building an IU ecosystem that inspires original ideas with translational and commercialization potential.
- **Cross-Sector Partnership Development.** Drive innovation and entrepreneurship opportunities through partnerships with private, nonprofit, health care, government, and other higher education entities.

DRAFT

Service to Our State and Beyond

IUB will improve the lives of people and the economic vitality of Indiana and beyond through timely education, research, innovation, economic development, community service, and engagement.

Goal 1: IUB will respond to the state's workforce needs by expanding programs in areas of high demand and developing new offerings to meet emerging needs.

Metrics:

- Increase number of graduates in much-needed fields across the state. (Benchmark and Target TBD)
- Increase number of IUB graduates who begin their career in Indiana. (Benchmark and Target TBD)
- Increase number of new programs created in response to emerging workforce needs in Indiana. (Benchmark and Target TBD)
- Increase number of internships completed by IUB students in Indiana. (Benchmark and Target TBD)

Objectives

- **Workforce Pipeline Incentives.** Expand the university's existing programs of excellence to increase graduation capacity in much-needed fields across the state (e.g., K-12 educators, engineers, and nurses, mental health professionals, and other medical professionals).
- **Workforce Needs.** Develop flexible, interdisciplinary programs, from degrees to certificates, to address emerging workforce needs quickly and nimbly.
- **Workforce Competencies.** Engage with employers to understand the competencies and skills needed in tomorrow's workforce and integrate these into the curriculum.
- **Globally Competent Graduates.** Ensure IUB students graduate with the global competencies and experience needed by Indiana companies in an increasingly interconnected world.
- **Inclusivity.** Equip IUB faculty, staff, and students from all backgrounds to promote and contribute to diverse and inclusive workplaces.
- **Internships.** Develop and expand internships throughout Indiana to further connect our students to opportunities in the state.

Goal 2: IUB will partner with communities in Indiana and beyond to work together to address pressing regional needs.

Metrics:

- Increase number of partnerships with state and local entities focused on health, K-12 education, environmental sustainability, and rural community development. (Benchmark and Target TBD)
- Increase number of faculty experts engaged by federal, state, and local governments and participating in agencies and commissions, hearings, and other formal proceedings affecting law and policy. (Benchmark and Target TBD)
- Increase number of teaching, research, and service projects abroad that leverage the IU Global Gateway network. (Benchmark and Target TBD)
- Increase number of campus-community teaching, research, or service projects related to improving quality of life. (Benchmark and Target TBD)

Objectives

- **Address State Needs.** Create a campuswide infrastructure to quickly mobilize IUB's assets to respond to needs in the state of Indiana, with an initial focus on improving outcomes in:
 - health and wellness, including mental health and health disparities;
 - K-12 education;
 - environmental health, sustainability, and community resilience; and
 - rural community development (e.g., capacity building, leadership development, quality of place, arts and culture).
- **Health Outcomes.** Build comprehensive partnerships with IU Health, IU School of Medicine, and state and community agencies to improve health outcomes in the state.
- **Government Partner.** Establish a marquee presence for IUB expertise in legal and policymaking circles to translate IU research into actionable solutions in the state and beyond.
- **Global Gateway Network.** Through the IU Global Gateway networks, build robust opportunities for faculty, staff, and students to translate their research, educational expertise, and service engagements for each world region.
- **Quality of Life.** Increase the university's contributions to Indiana's quality of life through innovations in the arts and humanities, improvements in environmental sustainability, and increased opportunities for learning across the life span.

Goal 3: IUB will drive economic development by creating innovative and collaborative approaches to solving challenging problems and creating transformational opportunities.

Metrics:

- Increase number of faculty and graduate students engaged in basic/applied research in areas linked to Central Indiana Corporate Partnership initiatives. (Benchmark and Target TBD)
- Increase campus involvement on economic development committees and boards throughout Indiana and nationally, with a focus on life sciences, defense, and other key industry sectors identified by the state. (Benchmark and Target TBD)
- Increase grants and contracts that serve and impact Indiana-based industries, small businesses, nonprofits, and other organizations. (Benchmark and Target TBD)

Objectives

- **Industry Clusters.** Foster connections between IUB's disciplinary and interdisciplinary strengths and established and emerging industry clusters to drive regional economic development, including defense and life sciences.
- **Translational and Applied Research.** Create efficient mechanisms to actively advance IUB's research-to-practice/field pipeline to improve life outcomes — locally, nationally, and globally.
- **International Economic Expertise.** Leverage IUB's international capabilities to partner with the Indiana Economic Development Corporation and the U.S. International Trade Administration to attract foreign direct investment and increase exports by Indiana firms.