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I. Promote Academic and Artistic Excellence in a Global Context

Initiative 1: IU Southeast will uphold a commitment to quality teaching and student learning.

Action Steps	Unit Responsibility	Status Towards Completion (through Dec. 2018)	Notes and Documented Support
<p>1. Continue to develop online and hybrid course offerings in light of disciplinary appropriateness, likelihood of student success, assessment results, and demand.</p>	<p>Academic Affairs</p> <p>General Studies Program</p> <p>Institute for Teaching & Learning Excellence</p> <p>Library</p> <p>School of Arts & Letters</p>	<p>In-progress & ongoing</p> <p>In-progress & ongoing</p> <p>In-progress & ongoing</p> <p>In-progress & ongoing</p> <p>In-progress & ongoing</p>	<p>➤ General Studies Program</p> <p>As can be seen in our annual report, currently offering three options for online/hybrid course development in our cohort program: one-on-one consultation, online program, Boot Camp. Boot camp is the most successful but faculty prefer one-on-one consultation. Development of online course templates has reduced the time needed for faculty to develop online/hybrid courses.</p> <p>➤ 2017-2018 Annual Report of Accomplishments</p> <p>Assure availability of fully online information resources (including eBooks, journals, streaming media, reference resources, etc.). Develop and implement effective information literacy and reference support systems to assist with teaching and learning in the online context. Indiana University Library Catalog (IUCAT), databases, student services guides, online chat, LibGuides designed to assist students in seeking information for specific, classes, disciplines, etc. Also, video instruction modules (and other initiatives still underway).</p> <p>➤ Library Website</p> <p>Bachelor of Interdisciplinary Studies (BIS) has been added is available completely online.</p> <ol style="list-style-type: none"> 1. Music: M174, 110 and A301 hybrid. Music is working with IU South Bend on Eagle-eye sections. 2. Communication: three-fourths of the current communication faculty have taken part in the Institute for Teaching & Learning Excellence training for online and hybrid offerings. 3. Speech: S121, S122 4. Theatre: THTR-T105 5. Fine Art: FINA-A102, 343, HON-H 306 & D501 (Art & Terrorism) 6. English: ENG-L101,104,207, 295, 503, ENG-W206, 231, 234, 290, 315, 508 (more graduate level sections in development) 7. Philosophy: PHIL P100, P140, P240, R257, R354 8. Spanish: S100, 150 9. German: GER-G100, 150 10. French: FRE-F100, 150 <p>➤ Evening and Online Programs</p>

Action Steps	Unit Responsibility	Status Towards Completion (through Dec. 2018)	Notes and Documented Support
	School of Business	In-progress & ongoing	Schedule of classes.
	School of Education	In-progress & ongoing	Most graduate courses are 100 percent online or hybrid.
	School of Natural Sciences	In-progress & ongoing	Natural Sciences is developing new online graduate courses for teachers.
	School of Social Sciences	In-progress & ongoing	New proposal in process for Master of Arts in History. Online partnerships for Graduate Certificates in History and Political Science complete; Master of Science in Criminal Justice complete; Bachelor of Arts in History. Faculty in Institute for Teaching & Learning Excellence Online Cohort: Anthropology, Criminal Justice, Journalism, Psychology, and History.
2. Provide incentives to faculty (adjunct and residential) to adopt best practices in teaching and learning.	Academic Affairs	In-progress & ongoing	(See Appendix A). ➤ ILTE - Adjunct Faculty Scholars Program
	Academy of Diversity & Inclusive Education, General Studies Program	In-progress & ongoing	Institute for Teaching & Learning Excellence Adjunct Faculty Scholars Program added.
	Institute for Teaching & Learning Excellence	In-progress & ongoing	Four major approaches are ongoing as can be seen in our annual report: Online modules and face-to-face workshops are heavily utilized by our adjunct faculty; Adjunct Faculty Scholars Program provides financial incentive to our adjuncts to engage in faculty development; the Adjunct Faculty Scholars Conference, currently in its fourth year, is very successful with over 100 participants; we offer New Adjunct Faculty Orientation sessions before each session.
	Office of Community Engagement	In-progress & ongoing	In 2017, \$500 from the Executive Vice Chancellor for Academic Affairs; inaugurated the first recognition of faculty engaged in Service Learning at the spring 2017 (Carlton, Maksl, Russell) and 2018 (J. Myers and L. Woodard) Campus Commitment Student Awards program. In spring 2018, M. Morgan and K. Ryan attended the American Association of State Colleges & Universities (AASCU) Civic Learning & Democratic Engagement Conferences (Indiana Campus Compact (ICC) grant \$980). In 2018, working with FACET 4 Service-Learning Faculty, faculty were selected and each received \$500. ICC grant supported two of them.

Action Steps	Unit Responsibility	Status Towards Completion (through Dec. 2018)	Notes and Documented Support
	School of Education, Office of Research, Faculty Academy on Excellence in Teaching (FACET), FACET's Adjunct Faculty and Lecturer's Conference (FALCON)	In-progress & ongoing	Revisited budget allocated for faculty professional development.
	School of Social Sciences	In-progress & ongoing	Social Sciences paid for faculty participation in a teaching conference in the fall. Reminders about Institute for Teaching & Learning Excellence (ILTE) seminars. ILTE online cohort participation.
3. Increase support to the teaching and learning center to accommodate increased faculty development.	Academic Affairs	Complete	<p>The Institute for Teaching & Learning Excellence (ILTE) has begun seeking co-sponsorships of our Scholarship of Teaching & Learning (SoTL) Conference and our Adjunct Faculty Scholars Conference to defray expenses. We are able to completely pay for the SoTL Conference from co-sponsorships and hope to be able to fully pay for the Adjunct Faculty Scholars Conference in the near future.</p> <p>Revisited budget allocated for faculty professional development.</p> <p>Social Sciences paid for faculty participation in teaching conference in fall. Reminders about ILTE seminars. ILTE online cohort participation.</p>
	Institute for Teaching & Learning Excellence	In-progress & ongoing	
	School of Education, Office of Research, FACET, FALCON	In-progress & ongoing	
	School of Social Sciences	In-progress & ongoing	
4. Expand High Impact Practices including experiential and service learning.	Academic Affairs	In-progress & ongoing	<p>Ten faculty given grants for their High Impact Practices spring 2018; held mini-conference to share ideas (See Appendix B, Appendix C, & Appendix D). ➤ High Impact Practices</p> <p>Liberal Education & America's Promise (LEAP) High Impact Educational Practices added.</p> <p>As can be seen in our annual report, we offer workshops and Faculty Learning Communities, as appropriate, relating to High Impact Practices, including experiential and service learning.</p>
	Common Experience, International Programs	In-progress & ongoing	
	Institute for Teaching & Learning Excellence	In-progress & ongoing	

Action Steps	Unit Responsibility	Status Towards Completion (through Dec. 2018)	Notes and Documented Support
	Office of Community Engagement	In-progress & ongoing	Fall, August 2017, G. Murray presented to new faculty information about service-learning and again fall 2018. In partnership with the Institute for Teaching & Learning Excellence (ILTE), three Community Engagement workshops took place in spring 2018, and three in fall 2018. Fall 2018 workshop on Community Engagement was part of the Scholarship of Teaching & Learning (SoTL) Conference.
	Office of Graduate Studies	In-progress & ongoing	
	Personal Counseling, First Year Seminar, Career Development Center	In-progress & ongoing	Personal Counseling offered volunteer/experiential learning through Out of the Darkness Suicide Prevention Walk, Send Silence Packing Suicide Prevention Event, and Suicide Prevention screenings. Monthly reports
	School of Arts & Letters	In-progress & ongoing (75%)	Progress in mapping high impact practices through all programs in Arts & Letters. Internships and/or Capstone projects or courses are requirements for several Music & Fine Art concentrations, Theatre performance and technical majors, and Strategic Communications. High impact practices: service learning is incorporated into upper-level courses like SPCH-S229: Discussion and Group Methods, SPCH-S307: Crisis Management, and SPCH-C325: Interviewing Principles and Practices, where students work with local businesses to develop projects for use by the businesses.
	School of Education	In-progress & ongoing	<p>All students pursuing the initial teaching license go through:</p> <ol style="list-style-type: none"> 1. Clinical Practice (formerly called “student teaching”): Student teaching or internship opportunities that provide candidates with an intensive and extensive culminating field-based set of responsibilities, assignments, tasks, activities, and assessments that demonstrate candidates’ progressive development of the professional knowledge, skills, and dispositions to be effective educators. 2. Field Experiences: Early and ongoing practice opportunities to apply content and pedagogical knowledge in P-12 settings to progressively develop and demonstrate their knowledge, skills, and dispositions. 3. All Master of Education students complete an action research project.
	School of Natural Sciences	In-progress & ongoing	Undergoing analysis for the number of High Impact Practices in each degree program.

Action Steps	Unit Responsibility	Status Towards Completion (through Dec. 2018)	Notes and Documented Support
	School of Nursing	In-progress & ongoing	Service Learning projects are integrated into two major traditional nursing courses, S473 A Multisystem Approach to Care of the Community-The Practicum and S482 Senior Management as well as integrated into the Registered Nurse (RN) to Bachelor of Science in Nursing (BSN) Program in S481 Nursing Management and S475 A Multisystem Approach. Consequently, all students in the nursing program take part in service learning. Service Learning projects often involve the underserved and or vulnerable populations and include health fairs, giving immunizations to refugees, health screenings in the Amish Community, health teaching in the Head Start Program and health education to incarcerated women to name only a few. Other high impact learning opportunities include Team Building at Mount St. Francis Center in New Albany. Ropes Outdoor Team Building Program continues to be integrated into the nursing curriculum with Low Ropes in the sophomore year and High Ropes in the junior year for the traditional students and incorporated into the RN to BSN program in the Transitions course. Students attend the Mount St. Francis to work together in small groups in order to overcome various challenges. Valuable team building skills such as cooperation, leadership, self-confidence, communication and listening skills are all enhanced during these outdoor real life experiences. Student reflection papers provide solid data of the positive impact of these high impact practices.
	School of Social Sciences	In-progress & ongoing	Ongoing development of Reacting to the Past Initiative in seven courses in fall 2018.
5. Engage in best practices in teaching and learning based on the latest research in higher education.	Academic Affairs	In-progress & ongoing	(See Appendix E).
	General Studies Program	In-progress & ongoing	Adult Learner Assistant of Teaching/Learning Added.
	Institute for Teaching & Learning Excellence	In-progress & ongoing	As can be seen in our annual report, we have focused on developing a Scholarship of Teaching & Learning (SoTL) Conference to promote engaging in best practices in teaching and learning based on the research in higher education, promote Quality Matters (QM) training and certification for online/hybrid courses (QM is based on best practices as identified by the research literature), conduct Faculty Learning Communities (FLC) focused on best practices such as our highly successful active learning FLC and our current diversity and inclusiveness FLC, and focus all of our one-on-one consultations on best practices.
	Library	In-progress & ongoing	Under the leadership of Librarian M. Accardi, the Library uses continuous improvement and assessment strategies to ensure that instructional goals and practices are congruent with nationally recognized standards for Information Literacy. ➤ Library Instruction Program

Action Steps	Unit Responsibility	Status Towards Completion (through Dec. 2018)	Notes and Documented Support
	Office of Community Engagement	In-progress & ongoing	In 2017, Collaboratory Data System purchased by IU Southeast. Training took place spring 2018 and fall 2018. M. Fry & G. Murray received training in March 2018 in Indianapolis. Collaboratory representative provided a workshop fall 2018. G. Murray provided workshops on Collaboratory & Community Engagement fall 2018. G. Murray continues to work with faculty to assist them in uploading information about their community engagement work into the system.
	School of Arts & Letters	In-progress & ongoing (60%)	Participation reported, but reporting process needs updating. Faculty regularly attend Institute for Teaching & Learning Excellence (ILTE) workshops on SoTL practices and then incorporate those into classroom practices as noted in annual reports.
	School of Education, ILTE, FACET	In-progress & ongoing	
	School of Natural Sciences	In-progress & ongoing	Faculty attend local and national conferences on education.
	School of Nursing	Complete for year one (2017)	Clinical simulation was developed to offer students realistic clinical learning experiences that were unavailable or limited in our clinical healthcare facilities. The National Council of State Boards of Nursing 2015 simulation study found that up to 50 percent simulation can be effectively substituted for traditional clinical experience in all pre-licensure core nursing courses. Simulation is utilized in Fundamentals, Behavioral Health, Pediatrics, Obstetrics, Neonatal and Pediatrics, and Critical Care by the School of Nursing. All simulations incorporate the International Nursing Association of Clinical Simulation and Learning Standards of Best Practice: Simulation and comprise approximately 20 percent of the total clinical learning hours for the program. Simulation is used to assess retention of learning and course redesign, program assessment, and curriculum design.
	School of Social Sciences	In-progress & ongoing	Encourage use of ILTE and discussions of teaching in Social Science meetings.
6. Establish campus principles of teaching and learning that affirm our common commitment to students and respect the unique contributions of faculty and programs.	Academic Affairs	In-progress & ongoing	(See Appendix E).
	Common Experience, International Programs	In-progress & ongoing	Adult Learner Assistant of Teaching/Learning added.
	Institute for Teaching & Learning Excellence	Complete (2017)	In fall 2017, the IU Southeast Principles of Learning and Teaching document was approved by the Faculty Senate. This document was developed by a task force of faculty who reviewed the literature on best practices. ➤ IU Southeast Principles of Learning and Teaching

Action Steps	Unit Responsibility	Status Towards Completion (through Dec. 2018)	Notes and Documented Support
	School of Arts & Letters	In-progress & ongoing (75%)	Institution of Writing, Music Theory, English, and Modern Language tutoring utilizing informal means as well as adding a lab component to courses taught by a separate instructor and required as needed. Adding more co-requisite courses to lower level, General Education Writing.
	School of Education, ILTE	In-progress & ongoing	School of Education Strategic Plan.
	School of Natural Sciences	In-progress & ongoing	School Review Committee (SRC) is reviewing promotion and tenure criteria for the School of Natural Sciences.
	School of Nursing	In-progress & ongoing	Faculty are assigned to teach the courses according to their certification and/or background. For example, The Developing Family and Children course is co-taught by Tonya Broughton, a board certified Family Nurse Practitioner with a women's health background and Jane Hollowell, a certified Pediatric Nurse Practitioner. The Mental Health and Wellness course includes faculty that is board certified as a Psychiatric Nurse Practitioner both in the classroom and clinical setting. The Community Population Health includes Dr. Julie Mattingly and Dr. Judy Myers, both with strong community backgrounds in research and in the clinical field for the underserved population, such as the Pine Ridge Community in South Dakota.
7. Systematically evaluate academic programs.	Academic Affairs	In-progress & ongoing	(See Appendix F , Appendix G , & Appendix H).
	General Studies Program, Common Experience, International Programs	In-progress & ongoing	Assessment plans/reports added.
	School of Arts & Letters	In-progress & ongoing	All Arts & Letters programs are on a three-year program review assessment process.
	School of Business	In-progress & ongoing	Assessment of Learning section of Association to Advance Collegiate Schools of Business (AACSB) report.
	School of Education, Council for Accreditation of Educator Preparation (CAEP) Coordinator, Program coordinators	In-progress & ongoing	Program accreditation reports (Specialized Professional Association reports) submitted nine program reports to CAEP September 15, 2017; report for non-CAEP accredited programs is due in 2018. CAEP site visit is in fall 2019.
	School of Natural Sciences	In-progress & ongoing	Natural Sciences programs undergo yearly and external reviews.

Action Steps	Unit Responsibility	Status Towards Completion (through Dec. 2018)	Notes and Documented Support
	School of Nursing	In-progress & ongoing	The Traditional Bachelor of Science in Nursing (BSN) program is assessed on an annual basis, with program updates sent to Office of Institutional Research – 100 percent complete. The Registered Nurse (RN)-BSN on-line option is assessed through the consortium Evaluation Committee annual on an annual basis – 100 percent complete. The RN-BSN on-campus option assessment program is in the development stage – approximately 25 percent complete. The Masters of Science in Nursing (MSN) program assessment is in the development stage.
	School of Social Sciences	In-progress & ongoing	Program reviews regularly completed. Last year Sociology and History; this year Psychology.
8. Maintain and expand accountability through accreditation for all applicable programs.	Academic Affairs	In-progress & ongoing	<p>Music: Aspirational National Association of Schools of Music (NASM) accreditation.</p> <p>Assessment of Learning section of Association to Advance Collegiate Schools of Business (AACSB) report.</p> <p>Program accreditation reports (Specialized Professional Association reports submitted to CAEP September 15, 2017). Adopted a new assessment system; task stream for collecting and analyzing data.</p> <p>Health Information Management is working on asking for Commission on Accreditation for Health Informatics & Information Management Education (CAHIIM) candidacy in May 2019.</p> <p>Accreditation for IU Southeast School of Nursing is through Commission on Collegiate Nursing Education (CCNE) in 2010 for ten years. Self-assessment of curriculum, policies, and procedures are ongoing within the School of Nursing. Objectives are set which the students must meet to be successful at each level of the nursing program for positive outcomes. The curriculum allows the student to meet each of the objectives. Faculty offer support to each student and a one on one meeting to promote learning for each student to be successful in the nursing program. Site visit will occur in 2020.</p>
	School of Arts & Letters	In progress and ongoing	
	School of Business	In-progress & ongoing	
	School of Education, CAEP Coordinator, Program coordinators	In-progress & ongoing	
	School of Natural Sciences	In-progress & ongoing	
	School of Nursing	In-progress & ongoing	
9. Continue to conduct and improve an accountable, effective, and useful assessment program which guides curriculum revision, development, and improvement in student learning.	Academic Affairs, Office of Institutional Effectiveness	In-progress & ongoing	(See Appendix F , Appendix G , Appendix H , Appendix I , Appendix J , & Appendix K).
	General Studies Program, Common Experience	In-progress & ongoing	Assessment plans/reports added.

Action Steps	Unit Responsibility	Status Towards Completion (through Dec. 2018)	Notes and Documented Support
	<p>Library</p> <p>Office of Institutional Research</p> <p>School of Arts & Letters</p> <p>School of Business</p> <p>School of Education, CAEP Coordinator, Program coordinators</p> <p>School of Nursing</p>	<p>In-progress & ongoing</p> <p>In-progress & ongoing</p> <p>In-progress & ongoing</p> <p>In-progress & ongoing</p> <p>In-progress & ongoing</p> <p>Complete for year one (2017)</p>	<p>The Library utilizes a variety of assessment tools and strategies to improve its information literacy and reference programs. These include Qualtrics surveys, peer review, and regular instruction review discussions. ➤ Library Instruction Program</p> <p>All programs up to date on assessment with the Office of Institutional Research.</p> <p>Assessment of Learning section of Association to Advance Collegiate Schools of Business (AACSB) report.</p> <p>Task stream, Data Days, Assessment Calendar.</p> <p>The results of the Traditional BSN program and the RN-BSN On-line Option are reported annually to the School of Nursing Curriculum Committee and the Council of Nursing Faculty. Results are also reviewed with Adjunct faculty. The RN-BSN On-campus Option as well as the MSN program are in the process of being fully developed.</p>
<p>10. Implement greater support to learning for students including the development of a Testing Center and online/extended hours for all student service offices.</p>	<p>Academic Affairs</p> <p>Enrollment Management</p> <p>School of Education</p> <p>Student Success Center</p>	<p>In-progress & ongoing</p> <p>In-progress & ongoing</p> <p>In-progress & ongoing</p> <p>In-progress & ongoing</p>	<p>Work on co-requisites in Writing; work on co-requisites in Math. ➤ Tutoring Information</p> <p>The Adult Student Center offers extended hours and weekend programs for Non-Traditional students and families. Student services offering extended hours first three weeks of semester.</p> <p>Math Boot Camp.</p> <p>Test Center Folder 2018 added.</p>
<p>11. Annually track and measure recruitment and retention of diverse faculty and staff. Identify areas where underutilization occurs, and set goals to achieve representational diversity.</p>	<p>Equity & Diversity</p> <p>School of Arts & Letters</p>	<p>In-progress & ongoing</p> <p>In-progress & ongoing</p>	<p>➤ Affirmative Action Plan</p> <p>Began spring 2018. No formal data yet. Track annually.</p>

Action Steps	Unit Responsibility	Status Towards Completion (through Dec. 2018)	Notes and Documented Support
	School of Education	In-progress & ongoing	This has been a priority for us since Council for Accreditation of Educator Preparation (CAEP), and is part of our own Strategic Plan. Ethnic diversity of our faculty is 38 percent. Gender diversity much higher.
12. Increase number of Summer Teaching Faculty Fellowships.	Academic Affairs	Not started as of 12/31/18	
	School of Arts & Letters	In-progress & ongoing	Annually see one-fourth of full-time faculty apply for Summer Faculty Fellowship. Five Summer Faculty Fellowships in summer 2017, four in summer 2018.
13. Provide compensated professional development opportunities for part-time faculty.	Academic Affairs	In-progress & ongoing	<p data-bbox="1839 641 2946 707">Institute for Teaching & Learning Excellence (ILTE) Adjunct Faculty Scholars Program added.</p> <p data-bbox="1839 782 2853 848">The Adjunct Faculty Scholars program, ongoing for four years, provides financial compensation for adjunct faculty who complete professional faculty development.</p> <p data-bbox="1839 923 2915 989">Provided financial support for three lecturers and adjuncts to attend FACET's Adjunct Faculty and Lecturer's Conference in 2016.</p> <p data-bbox="1839 1064 2924 1090">Sent an adjunct to the FACET's Adjunct Faculty and Lecturers' (FALCON) conference.</p>
	General Studies Program	In-progress & ongoing	
	Institute for Teaching & Learning Excellence	In-progress & ongoing	
	School of Education	In-progress & ongoing	
	School of Nursing	In-progress & ongoing (2018)	

I. Promote Academic and Artistic Excellence in a Global Context

Initiative 2: IU Southeast will become a leader in the scholarship of teaching and learning.

Action Steps	Unit Responsibility	Status Towards Completion (through Dec. 2018)	Notes and Documented Support
<p>1. Provide targeted travel funds for faculty presenting research focused on teaching and learning.</p>	Academic Affairs	In-progress & ongoing	<p>The Library supports faculty research under university guidelines.</p> <p>Support for faculty presentation at Indiana Campus Compact (ICC) 2017 Summit Conference.</p> <p>New initiative in year two. Reinstated \$500 travel funds per faculty on an individual application basis. This travel is based on how it relates to teaching and service.</p> <p>Dean’s budget memo 2018 highlighting financial support for faculty scholarship.</p> <p>Budgeted funds are used. Current budgeted funds are 25 percent of the funds available six years ago.</p> <p>Once budget for travel is depleted, assist faculty in finding grant opportunities to travel on-campus and through Bloomington.</p> <p>Travel funds resumed and offered in fall 2018 to present.</p>
	Library	In-progress & ongoing	
	Office of Community Engagement	In-progress & ongoing	
	Office of Research & Creative Activity	In-progress & ongoing	
	School of Arts & Letters	Complete	
	School of Education	In-progress & ongoing	
	School of Natural Sciences	In-progress & ongoing	
	School of Nursing	In-progress & ongoing	
School of Social Sciences	In-progress & ongoing		
<p>2. Encourage recognition of teaching and learning scholarship in annual reports and the promotion and tenure process.</p>	Academic Affairs	In-progress & ongoing	<p>New Faculty Annual Report (Digital Matters) has a line for faculty to record Community Engagement (Civic Engagement work). There is also a line for recording Service-Learning Courses.</p> <p>Goal of 100 percent by spring 2018 met. Report sent to Academic Affairs. Faculty Development Plan.</p>
	Office of Community Engagement	In-progress & ongoing	
	School of Arts & Letters School of Business	Complete In-progress & ongoing	

Action Steps	Unit Responsibility	Status Towards Completion (through Dec. 2018)	Notes and Documented Support
	School of Education	In-progress & ongoing	School of Education Faculty Manual and Strategic Plan. See faculty accomplishment brochure and annual reports in Digital Measures – Activity Insight (DMAI).
	School of Natural Sciences	In-progress & ongoing	School Review Committee (SRC) is reviewing promotion and tenure criteria for the School of Natural Sciences.
	School of Nursing	In-progress & ongoing	The majority of faculty have won an award, published or served on Boards related to their expertise.
	School of Social Sciences	In-progress & ongoing	Noted in all annual reports and promoted on social media and in published promotion piece for School of Social Sciences.
3. Support the development of a conference on teaching and learning scholarship.	Academic Affairs	Complete	➤ Scholarship of Teaching & Learning Conference
	Institute for Learning & Teaching Excellence	In-progress & ongoing	The Scholarship of Teaching and Learning (SoTL) Conference was launched three years ago. The ILTE uses a co-sponsorship model to pay all expenses related to this conference.
	Library	In-progress & ongoing	The Library assists in planning (and in some years hosting) the Indiana University Libraries Information Literacy Colloquium. ➤ Information Literacy Colloquium
	Office of Community Engagement	In-progress & ongoing	G. Murray from Office of Community Engagement presented at 2017 and 2018 Institute for Learning & Teaching Excellence SoTL Conference.
	School of Education, ILTE, FACET	In-progress & ongoing	
	School of Nursing	In-progress & ongoing	Long-term goal to bring nationally recognized nurse educator to campus and invite the Louisville Metro area nursing schools.

I. Promote Academic and Artistic Excellence in a Global Context

Initiative 3: IU Southeast will foster an environment that supports scholarly activity and creative work for the development of faculty and students.

Action Steps	Unit Responsibility	Status Towards Completion (through Dec. 2018)	Notes and Documented Support
1. Continue to support and expand the Regional Research and Creativity Initiative.	Academic Affairs Office of Research & Creative Activity School of Education	In-progress & ongoing In-progress & ongoing In-progress & ongoing	➤ Internal Grant Information iTeach Conference, Science, Technology, Engineering and Mathematics (STEM) Conference, School Counseling Professional Development activities hosted by the School of Education to serve K-12 schools in the service area.
2. Enhance student success and progress by (e.g. graduation rates, placement in professional and graduate programs, and careers) by creating more opportunities and expanding support for undergraduate student involvement in faculty-mentored research and creative work.	Academic Affairs Office of Research & Creative Activity Persistence & Completion Council School of Arts & Letters School of Education School of Nursing Student Affairs	In-progress & ongoing In-progress & ongoing In-progress & ongoing In-progress & ongoing (50%) In-progress & ongoing Complete for year one (2017) Complete for year one	Leading multiple initiatives. Goal is to track 100 percent of these opportunities and progress toward this success. As of now there is very little formal tracking. Music, Theatre, English and Fine Art students work on projects with, and for IU Southeast Faculty in professional settings: Audio and Sound Engineering, Theatre Performance/Technical, school and regional magazines and National Journals, and conferences. Students presented at Annual Student Conference in April 2018. More students presented at conferences outside campus. 100 percent employment of seniors by April 30th 2016 & 2017. 1. Manage Student Activity Fee: ➤ Student Activity Fee 2. Student Travel Fund: ➤ Student Life Committee

Action Steps	Unit Responsibility	Status Towards Completion (through Dec. 2018)	Notes and Documented Support
3. Develop and expand internship opportunities through collaboration with community leaders.	Career Development Center	In-progress & ongoing (50%)	Internship annual reports show steady growth year over year with the exception of low staffing years. With more proactive recruiting efforts and a stronger work study/internship program on campus, we can monitor progress.
	School of Arts & Letters	In-progress & ongoing (85%)	This work is being done, but informally. No data available at this time. Students in Applied Science, Strategic Communication, Music Business, Theatre Technical, English Literature, and most Fine Art tracks are now required to complete an internship. Internships are highly encouraged in the other tracks.
	School of Business	In-progress & ongoing	Internship placement statistics.
	School of Education	In-progress & ongoing	Field Experience and Student Teaching placement records.
	School of Nursing	Complete for year one (2017)	Senior students have 135 clock hour Capstone experience.
	School of Social Sciences	In-progress & ongoing	Developed Visiting Assistant Professor of Public Relations position in School of Social Sciences.
4. Provide increased levels of support for faculty and students to build and maintain research and/or creative projects.	Academic Affairs	In-progress & ongoing	
	Library	In-progress & ongoing	Beyond its functional role, the Library supports these initiatives by hosting art exhibitions, subsidizing the publication of the IU Southeast Review, the Graduate Research Journal and Undergraduate Research Journal, as well as assisting with the annual Student Conference.
	Office of Research & Creative Activity	In-progress & ongoing	
	School of Arts & Letters	Complete	Reinstated \$500 travel funds per faculty on an individual application basis. This travel is based on how it relates to teaching and service.
	School of Education	In-progress & ongoing	Review budget to support faculty research projects.
5. Increase travel support for faculty and students to expand research and creative outlets.	Student Affairs	In-progress & ongoing (25%)	<ul style="list-style-type: none"> 1. Manage Student Activity Fee: ➤ Student Activity Fee 2. Student Travel Fund: ➤ Student Life Committee

Action Steps	Unit Responsibility	Status Towards Completion (through Dec. 2018)	Notes and Documented Support
	Academic Affairs	In-progress & ongoing	<p>Serve Indiana Grant for Indiana Kids Mentoring 6-12 grade program (received \$19,000). In fall of 2018, hired a part-time person to help with Office of Community Engagement and Indiana Kids with Serve Indiana Funds for Indiana Kids. In partnership with School of Education Together We Grow Program for High School Seniors, Indiana Service Grant paid for lunch spring 2017 and fall 2018.</p> <p>Travel budget documents.</p>
	Office of Community Engagement	In-progress & ongoing	
	Office of Research & Creative Activity	In-progress & ongoing	
	School of Business	In-progress & ongoing	
	School of Education	In-progress & ongoing	
6. Increase the number and size of awards for Summer Faculty Research Fellowships.	Academic Affairs	In-progress & ongoing	
	Office of Research and Creative Activity	In-progress & ongoing	

I. Promote Academic and Artistic Excellence in a Global Context

Initiative 4: IU Southeast will promote global learning initiatives.

Action Steps	Unit Responsibility	Status Towards Completion (through Dec. 2018)	Notes and Documented Support
1. Increase study abroad opportunities.	Academic Affairs International Programs School of Business School of Education School of Natural Sciences	In-progress & ongoing In-progress & ongoing In-progress & ongoing Not started as of 12/31/18 Complete (May 2018)	<p>➤ International Programs</p> <p>Australia trip.</p> <p>Study Abroad in Ecuador.</p> <p>Field Biology Trip to the South Seas and Australia.</p>
2. Develop new on-campus programs and cultural activities that focus on global awareness.	Academic Affairs International Programs Leadership Programs Library	In-progress & ongoing In-progress & ongoing In-progress & ongoing In-progress & ongoing	<p>Program Assessment Plan added.</p> <ol style="list-style-type: none"> 1. Leadership Programs held a two-day workshop on Motivating the Middle in February 2018. Leadership Programs began the process of hosting an alternative service break with Hand in Hand Ministries. 2. Leadership Programs worked with Indiana Commission for Higher Education (ICHE) to bring Tom Krieglstein, GE Appliance Park employer visit, and multicultural faculty & alumni panel for spring 2018; with Indiana National Guard to bring diversity guest speaker Justin Jones-Fosu for February 2019. <p>The Library ensures that its collections, displays, and programs (e.g., international poetry reading, Hispanic poetry reading, and programming are aligned with these general education goals. The Library also is home to the Center for Cultural Resources.</p> <p>➤ Center for Cultural Resources</p> <p>➤ Latino culture, history and politics in focus for National Hispanic Heritage Month</p> <p>➤ International Poetry Reading Videos Available - Diversity Blog Post</p>

Action Steps	Unit Responsibility	Status Towards Completion (through Dec. 2018)	Notes and Documented Support
	Non-Traditional Student Services	In-progress & ongoing (75%)	Lunch and Learn Student Travel - Dialogues, Diversity Brown Bag Lunch Series (Ethiopian Coffee Ceremony, International Education Week - hosted mini language lessons), Common Experience hosted events, Heritage Month Celebrations (i.e. Native American Heritage Month).
	School of Education	In-progress & ongoing	School of Education hosted Association of Third World Studies Conference in 2016. Other programs to follow.
	Student Activities	In-progress & ongoing	<ol style="list-style-type: none"> Continued events for Hispanic Heritage Month [Academic Year 2019]; programs related to diversity increased 6.16 percent to 155 in AY18, up from 146 in AY17. Campus Activities Board (CAB) brought diverse acts to campus in AY18, including poet Ashlee Haze [October 2017]; pop duo D & Chi [January 2018]; poet Carlos Andres Gomez [February 2018]; speaker, poet, and activist Monti Washington [March 2018]; comedian Maggie Maye [April 2018]; indie/pop group Telehope [April 2018]; solo artist Taylor Reed [August 2018]; and Found Footage Festival [October 2018].
3. Expand and enhance global and cultural awareness through curricular integration.	Academic Affairs	In-progress & ongoing	
	International Programs	In-progress & ongoing	
4. Recruit international scholars as visiting professors to broaden the campus community's exposure to global perspectives.	Academic Affairs	Not started as of 12/31/18	
	School of Social Sciences	In-progress & ongoing	Social Sciences hosted D. Wille's research partner in 2018-19.
5. Increase investment in existing programs that are specifically defined by a commitment to global awareness (e.g. Modern Languages, International Studies, etc.).	Academic Affairs	Not started as of 12/31/18	
	School of Arts & Letters	In-progress & ongoing (10%)	Worked to refine and better institute French & German memorandum of understanding (MOU) agreements with other campuses utilizing Eagle-eye classroom. However, we have now decided to initiate a meeting with other IU regional campuses to develop a collaborative regional degree in French & German.
	School of Education	In-progress & ongoing	Hired two new faculty in English as a New Language (ENL) program; support the New Neighbors Center. Developed an ENL Minor.

Action Steps	Unit Responsibility	Status Towards Completion (through Dec. 2018)	Notes and Documented Support
6. Assist faculty in fostering inclusive classrooms in both physical and virtual spaces through Universal Design of Learning (UDL) specific faculty development.	<p>Academic Affairs</p> <p>Institute for Teaching & Learning Excellence</p> <p>The Office of Disability Services</p> <p>School of Education</p>	<p>In-progress & ongoing</p> <p>In-progress & ongoing</p> <p>In-progress & ongoing</p> <p>In-progress & ongoing</p>	<p>➤ Universal Design for Learning - Box Folder</p> <p>As can be seen in the Institute for Teaching & Learning Excellence (ILTE) Annual Report, the ILTE has approached this from several directions.</p> <ol style="list-style-type: none"> 1. Created sample traditional and online syllabi (accessed from the ILTE website) that provide a template for faculty. 2. Held numerous workshops devoted to this topic. 3. Currently holding a Faculty Learning Community (FLC) related to this topic (diversity and inclusiveness). 4. Supported the Mosaic Fellows program working to assist faculty in developing their skills in using renovated classroom spaces that foster inclusive pedagogy. 5. Actively involved in obtaining funding to renovate classrooms to allow faculty to engage in active learning. <p>Universal Design Training for faculty.</p> <p>Number of School of Education faculty who completed ILTE training for online/hybrid classes. Secondary Education faculty has revised syllabi to meet Universal Design for Learning (UDL) with assistance for ILTE.</p>

II. Improve Student Recruitment, Persistence, and Success Rates

Initiative 1: IU Southeast will attract and retain a highly motivated, well-prepared, and diverse student population.

Action Steps	Unit Responsibility	Status Towards Completion (through Dec. 2018)	Notes and Documented Support
1. Support, enhance, and publicize the IU Southeast Honors Program.	Academic Affairs, Honors Program Common Experience	In-progress & ongoing In-progress & ongoing	(See Appendix L).
2. Increase recruitment of associate degree recipients to enroll and complete bachelor's degrees.	Academic Affairs Admissions General Studies Program School of Arts & Letters School of Education School of Nursing	In-progress & ongoing In-progress & ongoing (50%) In-progress & ongoing In-progress & ongoing In-progress & ongoing In-progress & ongoing	Phase one is complete. Phase two – 25 percent complete. Worked to refine and better institute French and German memorandum of understanding (MOU) agreements with other campuses utilizing Eagle-eye classroom. We have now decided to initiate a meeting with other IU regional campuses to develop a collaborative regional degree in French and German. 1. Solid relationship with IVY Tech, Galen, JCTC for recruitment to our RN and BSN programs. 2. Transfer Single Articulation Pathway (TSAP). ➤ TSAP Webpage
3. Develop and promote a campus-wide recruitment plan for optimum student enrollment.	Financial Aid, Admissions New Student Programs School of Nursing	Complete for year one Complete for year one In-progress & ongoing	➤ 2015-2020 IU Southeast Recruitment Plan Participation in Orientation increased by 2.1 percent from summer 2015 to summer 2016. Participation increased by nearly 10 percent from 2017 to 2018.

Action Steps	Unit Responsibility	Status Towards Completion (through Dec. 2018)	Notes and Documented Support
4. Execute a seamless admissions, advisement, and registration process.	<p>Career Development Center</p> <p>Enrollment Management</p> <p>New Student Programs</p> <p>School of Social Sciences</p>	<p>In-progress & ongoing</p> <p>In-progress & ongoing</p> <p>In-progress & ongoing (25%)</p> <p>In-progress & ongoing</p>	<p>Create online internship registration workflow. No deliverables, but regularly meeting with web team to implement.</p> <p>Enrollment Management initiatives have reduced barriers (i.e. batch matriculation dates for term activation has moved earlier allowing student advisement).</p> <ol style="list-style-type: none"> 1. New Student Programs utilized Sales Force to better recruit students to register for summer orientation sessions and register for induction day. 2. Used personalized reminder calls and peer advising by Orientation Leaders to help increase quality and attendance (+15 percent). 3. New Student Programs partnered with Academic Advising to create a pre-advising worksheet for prospective students and continuing students. 4. New Student Programs also promoted the Shopping Cart feature in Student Center. 5. New Student Programs shifted to a registration lab model for new student registration, teaching new students how to utilize registration tools and increasing feeling of ownership of degree. <p>D. Gohmann and M. Grandinetti created several additional walk-in advising days much to the benefit of students.</p>
5. Design and develop a comprehensive marketing plan to position IU Southeast as the regional leader in providing student-centered education based on a rich, diverse, and nurturing environment.	<p>Career Development Center, Non-Traditional Student Services</p> <p>Marketing & Communications</p>	<p>In-progress & ongoing (50%)</p> <p>In-progress & ongoing</p>	<p>Annual report infographic featuring student placement statistics, overall internship information, and student stories. Veteran Services, Adult Friendly Programs, Adult Student Center, Children's Center, Family Parent Programs.</p> <p>➤ Non-Traditional Student Union at IU Southeast Facebook Webpage</p> <p>➤ Adults Students</p> <p>Completed execution of comprehensive multi-media marketing plan for Fiscal Year (FY) 2018 in the amount of \$287,000. Planned and currently executing FY19 budget of \$300,000.</p>
6. Track and measure recruitment, retention, and timely completion of diverse undergraduate and graduate student populations.	<p>Academic Affairs Diversity Coordinator</p> <p>Admissions, Enrollment Management</p>	<p>In-progress & ongoing</p> <p>In-progress & ongoing (25%)</p>	<p>First Latino American Conference in planning.</p>

Action Steps	Unit Responsibility	Status Towards Completion (through Dec. 2018)	Notes and Documented Support
	Office of Graduate Studies	In-progress & ongoing	<p>Established an off-campus program in Madison with Ivy Tech Community College (ITCC) in 2015.</p> <p>Dean's Alliance program tracks and measures retention of first year and transfer students with a grade point average (GPA) below 2.75 and first semester students who earned less than a 2.75.</p>
	Office of Institutional Effectiveness	In-progress & ongoing	
	School of Education, Program Coordinators, Records Specialist	In-progress & ongoing	
	School of Social Sciences	In-progress & ongoing	
7. Increase enrollment and degree completion of "stop-out" students.	Office of the Bursar	In-progress & ongoing	<ol style="list-style-type: none"> 1. Provide specialized payments plans to students that are past due in order to allow them to register for classes (See Appendix M). 2. Make phone calls to the stop-out population, with a high GPA and past due balance as an enrollment management outreach initiative (See Appendix N). 3. Bursar implemented a modified washout of students that have not paid, have no financial aid, and have been flagged by their professors as not attending. The program is designed to assist students that truly didn't plan on attending courses so that they have no academic or financial impact to their record for the term (See Appendix O, Appendix P, & Appendix Q). 4. Implemented a tax intercept process through the Indiana Department of Revenue to help clear old balances and remove holds from accounts (See Appendix R). <p>➤ Grant Information</p> <p>➤ BGS in General Studies - Online</p> <p>Daily.</p> <p>Faculty outreach to "stop-out" students.</p> <p>Majority of all nursing students (75 percent) return after an academic failure resulting in sitting out a semester.</p>
	Financial Aid	Complete for year one	
	General Studies Program	In-progress & ongoing	
	Office of Graduate Studies	In-progress & ongoing	
	School of Education	In-progress & ongoing	
	School of Natural Sciences	In-progress & ongoing	
	School of Nursing	In-progress & ongoing	

Action Steps	Unit Responsibility	Status Towards Completion (through Dec. 2018)	Notes and Documented Support
	School of Social Sciences	In-progress & ongoing	Ongoing Dean's Alliance Program.
8. Promote and enhance academic incentive scholarships to attract valedictorian, salutatorian, and other high achieving students.	Financial Aid, Admissions	Complete for year one	➤ Automatic Scholarship Information
9. Develop more scholarships for returning IU Southeast students to increase student success and retention.	Academic Affairs, Dean of Student Success and Persistence	In-progress & ongoing	Degree in Four Program Development Overview (see Appendix E).
	Financial Aid, Athletics	In-progress & ongoing	➤ 5th Annual Champions Dinner A Record-Setting Success
	Financial Aid, Non-Traditional Student Services	In-progress & ongoing	Education Matters Southern Indiana (EMSI) and Community Foundation Scholarships, plus others through our Financial Aid office.
	School of Education	In-progress & ongoing	Tracking is done by record specialist every semester. Coordinators now beginning to develop a tracking system. Established two new scholarships in 2016.
10. Continue to work with Southern Indiana's Education Matters and increase the number of traditional non-traditional students from the five county Southern Indiana region.	Academic Affairs	In-progress & ongoing	Lumina Talent Hub Application 2018 added (pp. 1-4), (See Appendix L).
	Financial Aid, Admissions	In-progress & ongoing (50%)	Creation of site and accompanying recruitment materials. ➤ Evening and Online Programs
	Financial Aid, New Student Programs	In-progress & ongoing (50%)	Assignment of Admission Counselor to adult student recruitment including referrals from EMSI.
	Financial Aid, Non-Traditional Student Services	In-progress & ongoing (50%)	Single Parents Attaining a College Education (SPACE) and Lumina Talent Hubs Grant, EMSI and Community Foundation scholarships.
11. Revisit the current international student marketing and scholarship opportunities to create a more diverse student population, initially focusing on exchange programs.	Financial Aid	Complete	No longer applicable.

II. Improve Student Recruitment, Persistence, and Success Rates

Initiative 2: IU Southeast will expand recruitment strategies to increase high school and transfer student yields.

Action Steps	Unit Responsibility	Status Towards Completion (through Dec. 2018)	Notes and Documented Support
1. Establish measurable goals for spring, summer, and fall transfer recruitment.	Admissions	In-progress & ongoing (75%)	Transfer students are part of our current enrollment targets.
2. Leverage program level MOUs to clarify transfer process and ease process of transferring into institution.	Admissions	In-progress & ongoing (50%)	➤ Crimson Advantage
	School of Arts & Letters	In-progress & ongoing (50%)	Established framework for articulation agreement with IU-Purdue University Indianapolis (IUPUI) on the subject of Music Therapy. Working on collaborative regional programs, both undergraduate and graduate in English, French, and German.
	School of Natural Sciences	In-progress & ongoing	Working on Transfer Single Articulation Pathways (TSAP) and Jefferson Community & Technical College (JCTC).
	School of Social Sciences	In-progress & ongoing	Finished all transfer agreements for JCTC.
3. Increase service region outreach and visibility and measure yield to plan future iterations.	Admissions, Marketing, 21st Century Specialist	In-progress & ongoing (25%)	Outreach at Indiana Black Expo, Latino Expo, Junior Jumpstart, Annual Statewide Student Advocate Conference.
4. Expand use of high school performance and ACT/SAT data to increase population yield at service region high schools.	Admissions	In-progress & ongoing (75%)	
5. Increase participation of student constituency groups in high school and transfer recruitment.	Admissions	In-progress & ongoing (50%)	
	Office of Disability Services	In-progress & ongoing	The Office of Disability Services 2018 Constituency List added (See Appendix S).
	School of Education	In-progress & ongoing	Together We'll Grow mentoring. ➤ Together We'll Grow
6. Incent faculty recruiting presence in high schools in our service area.	Admissions	In-progress & ongoing (75%)	Faculty Ambassador Program. Program does not have an incentive element.
	School of Arts & Letters	In-progress & ongoing (75%)	This is happening but not strictly documented or incentivized to the degree needed. Faculty engage in recruiting with area schools and state educator associations, conferences, and workshops.
	School of Education	In-progress & ongoing	Together We'll Grow Pipeline Program.

Action Steps	Unit Responsibility	Status Towards Completion (through Dec. 2018)	Notes and Documented Support
7. Engage in building stronger relationships with high school guidance counselors, as they help guide high school students to make college choices.	<p>Academic Affairs</p> <p>Admissions</p> <p>Admissions, 21st Century Specialist</p> <p>The Office of Disability Services</p> <p>School of Arts & Letters</p> <p>School of Education</p>	<p>In-progress & ongoing</p> <p>In-progress & ongoing (75%)</p> <p>In-progress & ongoing (75%)</p> <p>In-progress & ongoing</p> <p>In-progress & ongoing (75%)</p> <p>In-progress & ongoing</p>	<p>Discussion with Greater Clark developing pathways from Academies to IU Southeast.</p> <p>Regular visits with counselors. Annual "VIP" counselor breakfast program.</p> <ol style="list-style-type: none"> 1. Build relationship with regional 21st Century Scholars Coordinator Heather Cooper (Madison, IN). 2. Host Summer Junior Jumpstart - 21st Century Scholarship partnership with New Albany High School counselor. 3. Campus (group) visits from local high school with large numbers of 21st Century Scholars. <p>New promotional materials such as rack cards, and individual program brochures have been developed which will also be utilized digitally on websites, and in the hallways of Knobview Hall and Ogle Center.</p> <p>Together We'll Grow Pipeline Program.</p>
8. Establish a recruiting program that would connect IU Southeast students with their high school alma maters.	Athletics, Admissions, New Student Programs	Complete	Student-Athlete Tour Program where student-athletes are paired with potential recruits from their alma mater. [Completed August 2018].
9. Seek opportunities to have faculty in-service teaching at area high schools.	<p>Admissions</p> <p>The Office of Disability Services</p>	<p>In-progress & ongoing (75%)</p> <p>In-progress & ongoing</p>	Bridge to College Program.
10. Identify high traffic social centers (e.g. Girls & Boys Clubs, houses of worship, etc.) to engage prospective underserved students and their caregivers.	Admissions, Career Development Center	In-progress & ongoing (25%)	Present on career-planning topics with community partners, especially targeted towards adult learners (six volunteer hours with Dress for Success, spring participation with Junior Achievement). Better documentation via social media.

II. Improve Student Recruitment, Persistence, and Success Rates

Initiative 3: IU Southeast will strengthen existing relationships and seek new partnerships with regional and state public and private schools (K-12) and community colleges.

Action Steps	Unit Responsibility	Status Towards Completion (through Dec. 2018)	Notes and Documented Support
<p>1. Build a dynamic transfer program, build community college partnerships, and promote graduation rates at the bachelor's degree levels.</p>	Academic Affairs	Complete	Crimson Advantage Program.
	Academic Affairs	In-progress & ongoing	Lumina Talent Hub Application 2018 added (pp. 1-4), (See Appendix L).
	New Student Programs	Not started as of 12/31/18	
	School of Arts & Letters	In-progress & ongoing	Established framework for articulation agreement with Indiana University - Purdue University Indianapolis (IUPUI) on the subject of Music Therapy. Working on collaborative regional programs, both undergraduate and graduate in English, French, and German.
	School of Education	In-progress & ongoing	Elementary Education Program with Ivy Tech Community College (ITCC) Madison.
	School of Nursing	In-progress & ongoing	Long-term success using the Transfer Single Articulation Pathway for Ivy Tech Community College.
	School of Social Sciences	In-progress & ongoing	Dean's Alliance supports low grade point average (GPA) transfers.
<p>2. Increase recruitment presence at community colleges within the service region, including the establishment of transfer student offices at each site.</p>	Academic Affairs	In-progress & ongoing	Online / Evening Website. ➤ Evening and Online Programs
	Admissions	In-progress & ongoing (50%)	Admissions Office visits Ivy Tech Community College (ITCC) Sellersburg and Jefferson Community & Technical College (JCTC) Downtown weekly. Visits are also conducted at JCTC Southwest campus, ITCC Madison.
	School of Education	In-progress & ongoing	Partnership with ITCC Madison - Elementary program.
	School of Nursing	In-progress & ongoing	Recruiting of Associate Degree Registered Nurses occurs quarterly.

Action Steps	Unit Responsibility	Status Towards Completion (through Dec. 2018)	Notes and Documented Support
3. Strategically market new academic programs within K-12 and community college markets.	Academic Affairs	In-progress & ongoing	Discussion with Greater Clark developing pathways from academies to IU Southeast.
	Children's Center	In-progress & ongoing (25%)	Memorandum of understanding (MOU) with Ivy Tech Community College Sellersburg to use Children's Center established in 2017. Status as state On My Way Pre-K provider established in 2018.
	Marketing & Communications	In-progress & ongoing	As new programs are developed, web pages are put in place and rack cards produced and distributed for use by admissions and the program.
	School of Arts & Letters	In-progress & ongoing (50%)	Ongoing process. Posters, letters, recruitment visits, workshops, faculty attendance at area school concerts, theatre performances, debate team tournaments, fine art displays.
4. Leverage trend data for high school performance post-enrollment to increase yield within local high schools through preparation training.	Office of Graduate Studies	In-progress & ongoing	
	Office of Institutional Effectiveness	Complete (October 2017)	
5. Increase presence for mentoring and college-preparation programming in local high schools.	Center for Mentoring, Student Activities	In-progress & ongoing (25%)	Center for Mentoring participation in the Southern Indiana Mentoring Partnership committee member attending by monthly meetings and engagement in activities. Meetings are held on the IU Southeast campus.
	School of Arts & Letters	In-progress & ongoing (70%)	Ongoing process. Currently part of the Joint Collaborative Graduate Certificate in Communication Studies, English Writing, and English Literature to develop high school teachers teaching college prep and advanced placement courses.
	School of Education	In-progress & ongoing	Together We'll Grow Mentoring Program.
6. Provide leadership with schools to improve K-12 education, including seeking targeted state and national initiatives for math, science, and technology, and reading, which strengthens connections with the campus.	Academic Affairs	In-progress & ongoing	➤ Together We'll Grow
	Equity & Diversity	In-progress & ongoing	Clark County Consolidated School Administration as a Student Ambassador Team volunteer.
	School of Education	In-progress & ongoing	Growing Tomorrow's STEM Teachers (GTST) Program.

Action Steps	Unit Responsibility	Status Towards Completion (through Dec. 2018)	Notes and Documented Support
7. Create diversity community outreach initiatives, such as reading/writing/science/math camps in collaboration with community partners throughout our service area.	Academic Affairs Diversity Coordinator	In-progress & ongoing	Recognition for Diversity Outreach 2017-18.
	Diversity	In-progress & ongoing (50%)	College Boot Camp for Math and Writing; Second Annual Freshman Academic Support and Transition (FAST) Break; Ongoing Access to Success bridge program.
	Office of Graduate Studies	In-progress & ongoing	
	School of Natural Sciences	In-progress & ongoing	Forming community to plan a summer Science, Technology, Engineering, & Math (STEM) camp for 2020.
8. Enhance dual credit programs that place outstanding faculty in local high schools.	School of Arts & Letters	In-progress & ongoing (70%)	Ongoing process. Currently part of the Joint Collaborative Graduate Certificate in Communication Studies, English Writing, and English Literature to develop high school teachers teaching college prep and advanced placement courses.
	School of Education	In-progress & ongoing	Growing Tomorrow's STEM Teachers (GTST) Program.
9. We will support additional intercampus collaboration, such as joint online programs, faculty affinity groups and the development of a searchable faculty collaboration database.	Academic Affairs	In-progress & ongoing	Joint online degrees: e.g. Allied Health & Informatics. New degrees (See Appendix T).
	School of Arts & Letters	In-progress & ongoing (50%)	Bachelor of Applied Science Degree, French, German, possible articulation with IUPUI in Music Therapy. Potential sharing of courses in Music Ed via Eagle-eye with IU South Bend (IUSB). Developing collaborative regional degrees in French and German.

II. Improve Student Recruitment, Persistence, and Success Rates

Initiative 4: IU Southeast will initiate or improve campus strategies that enhance opportunities for student success.

Action Steps	Unit Responsibility	Status Towards Completion (through Dec. 2018)	Notes and Documented Support
<p>1. Continue to grow and promote summer as a third semester to increase the number of students graduating within four years, and examine other possible scheduling options to increase students graduating in four years.</p>	21st Century Specialist	In-progress & ongoing (75%)	<ol style="list-style-type: none"> 21st Century Scholars Indiana Commission for Higher Education (ICHE) Scorecard indicated increase from 19 percent (2016) to 34 percent (2018) in four-year graduation rate. Partner with Financial Aid office to seek 21st Century Scholars who have fallen off 30 credit hours per year track to program requirements. Establishment of credit bank for dual credits earned in high school. Promoted return of summer Pell grants.
	Academic Affairs	In-progress & ongoing	Significantly increased online credit hours.
	Athletics	In-progress & ongoing (75%)	<p>Intensive advising in athletics that encourages students to graduate in four years and take at least 15 credits per semester. Summer is also used as a "Catch-up" for athletes who are short 30 hours in fall/spring.</p> <p>➤ IU Southeast Athletics Student-Athlete Handbook</p>
	Enrollment Management	In-progress & ongoing (75%)	Year-round Pell funding, 21st Century Scholars and Frank O'Bannon grants can use future years funding to allow students to graduate early.
	General Studies Program	In-progress & ongoing	Updated four-year academic plan.
	Non-Traditional Student Services	In-progress & ongoing (75%)	Seeking additional funding sources to help keep students on track.
	School of Arts & Letters	In-progress & ongoing (50%)	Summer face to face offerings have fallen. Developing plans with each program to identify and develop annual online offerings which will enhance plan to increase four-year graduation rates within disciplines (25 percent progress).
	School of Business	In-progress & ongoing	Summer enrollment data.
	School of Education	In-progress & ongoing	Many School of Education graduate and post baccalaureate programs require candidates to take summer courses for on-time completion.

Action Steps	Unit Responsibility	Status Towards Completion (through Dec. 2018)	Notes and Documented Support
2. Implement digital and on-ground career-readiness training for all first year students.	Career Development Center	In-progress & ongoing (75%)	Learning outcomes survey given at all First Year Seminar presentations for past three years. We have compiled more than 2,000 responses in Qualtrics.
	New Student Programs	In-progress & ongoing (75%)	Indiana University system committee working on an online orientation module.
3. Continue to implement an effective Academic Early Alert System (FLAGS).	Academic Affairs	In-progress & ongoing	Among the highest participation rates for regional campuses; work collaboratively with Student Affairs for "closing the loop" process (See Appendix U).
	Enrollment Management	In-progress & ongoing (75%)	Persistence Coordinator role: contacts students who are FLAGGED, sends communication to various service offices.
	School of Arts & Letters	In-progress & ongoing	Ninety-two percent implementation across disciplines. Academic Affairs, Office of Institutional Effectiveness.
	School of Business	In-progress & ongoing	FLAGS Data.
	School of Education	In-progress & ongoing	Now Student Engagement Roster.
	School of Nursing	In-progress & ongoing	The School of Nursing (SoN) participates in FLAGS at the two, four and eight week mark. The SoN also alerts any student whose grade falls below 80 percent. At the seven to eight week mark in the semester, a letter is sent to the student with a study plan enclosed for the student to review and fill out. After the student completes the study plan, they then meet one on one with the faculty. After review of the student's input, the faculty offers suggestions to help improve the student's studying and learning style to promote the student to success. This plan is signed by both the student and the faculty. The student is given a copy and a copy is placed in the student's file in the nursing office. The faculty in the SoN are available to the nursing students 24/7 and look forward to meeting with students to promote success. We review their thoughts on how to improve their learning. This is a way to promote student success and positivity.
	School of Social Sciences	In-progress & ongoing	Reminders sent.
	Student Success Center	In-progress & ongoing	Academic Early Alert Activities added.

Action Steps	Unit Responsibility	Status Towards Completion (through Dec. 2018)	Notes and Documented Support
<p>4. Strengthen and enlarge an effective and comprehensive advising model that guides all students in the attainment of their academic, personal, and professional goals.</p>	Academic Affairs	In-progress & ongoing	Development of Vanguard Program.
	Advising Program, Assistant Vice Chancellor for Academic Affairs	In-progress & ongoing	➤ Academic Advising
	Career Development Center	In-progress & ongoing (25%)	Created cross-training plan with advising task force committee, presented to one all-advisor meeting in 2016-17, no current plans to continue.
	Non-Traditional Student Services	In-progress & ongoing (25%)	New Student Programs offers parent/family targeted programming track at summer orientation sessions.
	Office of Graduate Studies	In-progress & ongoing	
	School of Arts & Letters	In-progress & ongoing (75%)	Seventy-five percent complete. Return of Faculty Mentorship in relation to Professional Advising, as well as offering new options for advising i.e. 15-minute walk-in advising, advising by year (senior, freshman, etc.).
	School of Nursing	In-progress & ongoing (2017)	Most all faculty have the knowledge and training to provide advising.
<p>5. Develop additional collaborative relationships with high schools, community colleges, and industries to promote student success.</p>	Academic Affairs	In-progress & ongoing	Meetings with Greater Clark, Together We Grow, Advance College Project (See Appendix L).
	Enrollment Management, New Student Programs	In-progress & ongoing (25%)	New Student Programs visited Floyd Central High School and New Albany High School and presented on campus to various high school students in Academic Year (AY) 2017. New Student Programs presented at two Teacher Education Days hosted by the School of Education. New Student Programs also attended the New Albany College Fair.
	The Office of Disability Services	In-progress & ongoing	Constituencies Visitation List added.
	School of Education	In-progress & ongoing	Together We'll Grow Pipeline program.
	School of Nursing	Complete for year one (2017)	Bi-monthly tours of Simulation Labs and overview of our programs for high school students/parents.

Action Steps	Unit Responsibility	Status Towards Completion (through Dec. 2018)	Notes and Documented Support
6. Provide opportunities for prospective and incoming students to attend workshops/events by faculty/staff/resources at IU Southeast to better prepare them for their collegiate academic careers.	<p>Academic Affairs</p> <p>Enrollment Management</p> <p>The Office of Disability Services</p> <p>School of Arts & Letters</p> <p>School of Education</p>	<p>In-progress & ongoing</p> <p>Not started as of 12/31/18</p> <p>In-progress & ongoing</p> <p>In-progress & ongoing (50%)</p> <p>In-progress & ongoing</p>	<p>REBOUND Program in January 2018 Assessment Report.</p> <p>First Year Seminar (FYS), career day, majors and minors fair, alumni panel discussions.</p> <p>Bi-annual Teacher Education Day, Induction/Pinning Ceremony.</p>
7. Develop relationships with professional programs, graduate programs, and regional employers to facilitate a smooth transition for graduating students.	<p>Career Development Center</p> <p>Office of Graduate Studies</p> <p>School of Arts & Letters</p> <p>School of Business</p> <p>School of Education</p> <p>School of Nursing</p>	<p>In-progress & ongoing (50%)</p> <p>In-progress & ongoing</p> <p>In-progress & ongoing (40%)</p> <p>In-progress & ongoing</p> <p>In-progress & ongoing</p> <p>In-progress & ongoing</p>	<p>Able to track total employer postings by semester, year in office - Career Services Manager. Also track employer recruitment on-campus (info tables, job fairs, on-campus interviews) and send out surveys to gauge satisfaction via Qualtrics.</p> <p>Each program will keep list of possible internships or programs which present the best options for their graduating students.</p> <p>Business calling program.</p> <p>School Administrators Breakfast meeting.</p> <p>Many recruiters from local hospitals visit campus. Advisory Board reinstated early 2016 to facilitate.</p>
8. Measure impact of responsiveness to student waitlist activity.	School of Arts & Letters	In-progress & ongoing (50%)	Offer "shadow courses" where need projected, in conjunction with these course waitlists of up to two students will be swept in and then closed. These will be monitored daily and opened again if count drops below two above capacity. If waitlists develop quickly (past six or seven students a shadow section will be opened).

Action Steps	Unit Responsibility	Status Towards Completion (through Dec. 2018)	Notes and Documented Support
9. Develop comprehensive tools to track student success after graduation.	Career Development Center	In-progress & ongoing (75%)	Office of Institutional Effectiveness sends out one, three, and five-year alumni surveys each summer and information is disseminated through the Deans. Career Development Center also conducts six-month First Destination tracking via LinkedIn for the past three to four years.
	Office of Institutional Effectiveness	In-progress & ongoing	
	School of Arts & Letters	In-progress & ongoing (30%)	Graduates contacted and surveyed after one, three, and five years in 30 percent of programs.
	School of Education	In-progress & ongoing	Education programs track student employment after graduation for required accreditation reports.
	School of Natural Sciences	In-progress & ongoing	Setting up better tracking system of graduating seniors.
	School of Nursing	In-progress & ongoing (2018)	Alumni Survey and Skyfactor in place.

III. Enhance the Enrolled Student Experience

Initiative 1: IU Southeast will provide a smooth transition to campus through an enriched support system for student success.

Action Steps	Unit Responsibility	Status Towards Completion (through Dec. 2018)	Notes and Documented Support
1. Continue to expand the Pathways program to maximize students' potential for academic success, social growth, and improved student retention.	21st Century Specialist Academic Affairs General Studies Program Library School of Natural Sciences School of Nursing School of Social Sciences	In-progress & ongoing In-progress & ongoing In-progress & ongoing In-progress & ongoing In-progress & ongoing (2018) Complete	1. Promote Pathways program to 21CS - FYS class. 2. 21st Century Scholar (21CS) Specialist facilitates Free Education for Federal Student Aid (FAFSA) workshops, social events for 21CS, financial literacy programs (five times in 2018), and volunteer opportunities. Pathways Course enrollment continues to be strong (See Appendix V & Appendix W). Description of proposed course GNST-G 315 added (See Appendix X). The Library supports the Pathways Program with Library instructional sessions. ➤ Library Instruction Program Natural Sciences has developed a course; will be taught by M. Zimmerman in spring 2019. All Social Science programs have career courses. They will be fully implemented in spring 2020.
2. Implement summer bridge programs across all academic units for newly matriculated students.	21st Century Specialist Academic Affairs New Student Programs	Not started as of 12/31/18 Complete Not started as of 12/31/18	Center for Mentoring has a presentation in the Collegiate Summer Institute geared towards 21st Century Scholarship and minority students.

Action Steps	Unit Responsibility	Status Towards Completion (through Dec. 2018)	Notes and Documented Support
3. Continue to implement and refine residential and themed academic learning communities across all academic units.	Housing	In-progress & ongoing (25%)	Two lodges remained dedicated for first-year students in order to increase connectedness, community, and to support overall retention efforts. Sixty-six percent of the first-year students who lived in first-year only buildings were retained by the campus from spring 2018 to fall 2018, compared to 58 percent of first-year students who did not live in first-year only buildings. Assignments are made by grouping residents together with similar ages and majors. Housing introduced two new programs Dinner with a Professor and Monthly Advising Nights to help residents engage with the campus community and have easier access to resources. Attendance numbers can be found in the programming tracker.
	School of Nursing	In-progress & ongoing	
4. Develop parent programs to promote recruitment, enrollment, and retention of students.	Career Development Center	Not started as of 12/31/18	Career Development Center has met with J. Scudder (Coordinator of New Student Programs & Leadership) with plans to implement starting summer 2017.
	Family Parent Programs	Not started as of 12/31/18	Collected parent contact info during orientation from 2014-17. Maintains communication with families via social media Facebook page. Currently page has over 400 likes and 430 followers. Campus news and other items of interest are posted regularly and page has administrators from other campus departments: Bursar, Financial Aid, Resident Life and Orientation.
	New Student Programs	Not started as of 12/31/18	D. Dahlgren proposed a parent recruitment session at Orientation. Promoted free tutoring services, pre-advising worksheets, and priority registration dates for fall 2017.
5. Expand capacity for Mentoring Program to increase retention for student participants.	Academic Affairs	In-progress & ongoing	The Collegiate Summer Institute was held July 13, 20, 27 and August 3, 2018. Thirty-five students attended and thirty-two students were eligible to receive First Year Seminar (FYS) credit.
	Center for Mentoring, Non-Traditional Student Services	In-progress & ongoing (50%)	
6. Expand preventative counseling programs and services for first-year students.	Academic Affairs	In-progress & ongoing	Ruffalo Noel Levitz College Student Inventory in FYS.
	Personal Counseling Services, 21st Century Specialist, New Student Programs	Complete for year one	Titanium Schedule Medical Records; Monthly Reports.

Action Steps	Unit Responsibility	Status Towards Completion (through Dec. 2018)	Notes and Documented Support
7. Assess how initiatives such as “Fifteen to Finish” affect our most vulnerable (economically, academically, etc.) students and share data with appropriate stakeholders.	21st Century Specialist Enrollment Management Office of Institutional Effectiveness	Not started as of 12/31/18 Not started as of 12/31/18 Not started as of 12/31/18	
8. Explore feasibility of support services for multicultural students.	Career Development Center Diversity (EM) Equity & Diversity, Diversity Coordinators, Chancellor’s Diversity Advisory Council Non-Traditional Student Services	Not started as of 12/31/18 In-progress & ongoing In-progress & ongoing Not started as of 12/31/18	<p>Contacted by recruiters in the past seeking diverse populations.</p> <ol style="list-style-type: none"> 1. Diversity Council promoted diversity courses and School of Social Sciences diversity certificate. 2. Published diversity guide for faculty. 3. Administered Diversity Climate Survey in fall 2018. 4. IU Vice President for Diversity, Equity, and Multicultural Affairs seeking ways for campus to promote High Impact Practices for minority students. <p>Halualani Diversity Assessment contains 13 recommended action steps. The Chancellor’s Diversity Advisory Council is actively working to accomplish this goal. ➤ About IU Southeast Diversity</p> <p>Would like to expand specific multicultural programs to assist students with connecting to diversity-friendly employers.</p> <ol style="list-style-type: none"> 1. Re-activated multi-cultural student union, office space, \$1,500 budget. Currently, the Adult Student Center (ASC) serves and provides programing and assistance to multicultural students.

III. Enhance the Enrolled Student Experience

Initiative 2: IU Southeast will improve the quality of student life and services to support and enhance student completion.

Action Steps	Unit Responsibility	Status Towards Completion (through Dec. 2018)	Notes and Documented Support
1. Pursue funding and completion of “One Stop” student services area in University Center.	<p>Academic Affairs</p> <p>Office of the Bursar/co-own</p> <p>Enrollment Management</p> <p>School of Education</p>	<p>In-progress & ongoing</p> <p>In-progress & ongoing</p> <p>In-progress & ongoing (25%)</p> <p>Not started as of 12/31/18</p>	<p>Lumina Talent Hub Application 2018 added (pp. 1-4), (See Appendix L).</p> <ol style="list-style-type: none"> 1. A draft plan for One Stop services has been developed, but needs update. (See Appendix II). 2. Bursar staff attended a conference on One-Stop services and design. 3. Bursar staff toured Student Central One Stop at IU Bloomington (IUB). 4. Positions for One Stop (now Student Central) have been reviewed and graded by Human Resources (HR). 5. Funding plan and implementation plan developed to be reviewed by budget committee [February 2019]. 6. Website underway [February 2019]. 7. Open Goal July 1, 2019. <p>Funding discussed and not available. Exploring virtual options.</p>
2. Develop the use of the co-curricular transcript and a system for tracking participation to link engagement to student outcomes.	<p>Career Development Center</p> <p>Student Activities, Non-Traditional Student Services, Leadership Programs, New Student Programs, Diversity</p>	<p>In-progress & ongoing (50%)</p> <p>In-progress & ongoing (50%)</p>	<p>Advertise co-curricular transcripts to registered student interns via email, but students very rarely pursue. Involved in REAL transcript committee - created by Indiana University-Purdue University Indianapolis (IUPUI).</p> <ol style="list-style-type: none"> 1. Grenadier Central co-curricular transcript usage is up 8.2 percent for a total 1,556 - up from 1,438 users. Includes students using the co-curricular transcript feature. 2. Eleven experience forms developed to record students' co-curricular experiences. 3. Student Activities highly encourages students to use the co-curricular transcript tool available to them in Grenadier Central. Using this tool, students can record their involvement in student organizations and chart their participation in workshops, trainings, study abroad, internships, and research activities. <p>➤ Grenadier Central - Accessing your Co-Curricular Transcript</p>
3. Grow, diversify, and strengthen academic honors groups.	Academic Affairs	Not started as of 12/31/18	

Action Steps	Unit Responsibility	Status Towards Completion (through Dec. 2018)	Notes and Documented Support
4. Revise and systematically communicate campus safety procedures.	<p>Assistant Vice Chancellor for Academic Affairs</p> <p>Dean of Student Life</p> <p>Multiple divisions/units</p>	<p>In-progress & ongoing</p> <p>In-progress & ongoing (50%)</p> <p>In-progress & ongoing</p>	<p>2019 Cleary Act Certification added.</p> <p>Promote Alcohol and Other Drug (AOD) and Title IX safety modules pre-matriculation, 548 first-year students completed the MyStudentBody.com alcohol, drug, and sexual assault prevention online module. Utilize IU Bloomington Title IX investigator. Over 95 percent of new students are aware of campus safety policies related alcohol, drugs, and sexual misconduct. Alcohol violations decreased in 2017-18 by 9 percent from 23 to 21. Added links to report bias incidents and sexual misconduct on website.</p> <ul style="list-style-type: none"> ➤ Dean of Students ➤ Behavior(s) of Concern Report Form ➤ IU Report an Incident ➤ IU Southeast - Stop Sexual Violence <ol style="list-style-type: none"> 1. The Campus Emergency Management Plan (CEMP) was updated in 2015 (and again in 2019). The following annexes have been added since 2015: <ul style="list-style-type: none"> A - CICP (Critical Incident Communication Plan) B - IMT Executive Policy Group Guide D - Infectious Disease/POD Plan F - Business Continuity K - Laboratory Animal and Research Response Plan Y - Building Emergency Action Plan Z - Adverse Weather AA - Active Shooter 2. The campus has completed the following exercises since 2015: <ol style="list-style-type: none"> a) Active Shooter Functional Exercise [July 30, 2015]. b) Earthquake Drill Exercise (IU Southeast employees traveled to IUPUI) [October 15, 2015]. c) Active Shooter Full-scale Exercise [July 26, 2016]. d) Earthquake Exercise – IU-wide (IU Southeast employees traveled to IUPUI) [October 16, 2016]. e) Fire Evacuation Coupled with Hazardous Materials Situation Exercise [July 26, 2017]. f) Infectious Disease/Point of Dispensing Plan Exercise [February 22, 2018]. <ul style="list-style-type: none"> ➤ IU Southeast Comprehensive Emergency Management Plan

Action Steps	Unit Responsibility	Status Towards Completion (through Dec. 2018)	Notes and Documented Support
5. Improve and expand campus services, facilities, and hours.	Academic Affairs, Assistant Vice Chancellor for Academic Affairs	In-progress & ongoing	Disseminating Results of campus assessment of Adult Learner Services.
	Athletics	In-progress & ongoing (75%)	Attempted to take gym to 24 hours a day, seven days a week, operations; was unable to implement due to safety and liability concerns. Worked out a deal for IU Southeast students at Planet Fitness to waive enrollment fee - rolls out later this year. Zoom video meetings and online workflows for internship placements. Adult Student Center and Campus Life offering extended hours Monday through Friday.
	Career Development Center	In-progress & ongoing (75%)	Career Development Center to implement 8:00 a.m. to 6:00 p.m. office hours in spring 2018 with plans to offer more virtual options, such as Zoom video meetings and online workflows for internship placements. Adult Student Center and Campus Life offering extended hours Monday through Friday.
	Dining Services	In-progress & ongoing	New Subway opened in 2016 and new Papa John's pizza shop opened in 2018.
	Enrollment Management	In-progress & ongoing (75%)	Adult Student Center and Campus Life offering extended hours Monday through Friday.
	Housing	In-progress & ongoing (75%)	Evening programming by resident assistants (RA). Numbers, program types, and names of the programs can be found in Appendix A . Preventative maintenance during the summer: Replaced all supply lines for kitchen sinks and gaskets on toilets.
	Non-Traditional Student Services	In-progress & ongoing (75%)	Adult Student Center and Campus Life offering extended hours Monday through Friday.

Action Steps	Unit Responsibility	Status Towards Completion (through Dec. 2018)	Notes and Documented Support
	Office of the Bursar	In-progress & ongoing	<p>We consistently review our policies and procedures to ensure quality service.</p> <p>Examples:</p> <ol style="list-style-type: none"> 1. Developed an online fee appeal database: ➤ IU Southeast Fee Policy Appeal 2. Added a new discount program through the Midwest Student Exchange beginning with spring 2017: ➤ Midwest Student Exchange Program (MSEP) 3. Added checklists for student financials to assist students with completing Title IV authorizations and direct deposit requests (See Appendix Y). 4. Partnered with University Collections and Loan Services (UCLS) to reach out to students with past due debt earlier in the term. This helps to clear balance issues and registration holds earlier in the term (See Appendix Z). 5. Implemented a CIC phone system to track calls and better match staffing needs to student services.
	Office of Community Engagement	Complete (2016)	Established the Office of Community Engagement 2016.
6. Develop a system to survey students/recent graduates to better understand student needs and develop needed services.	Career Development Center, Personal Counseling	In-progress & ongoing (75%)	<p>Career Development Center (CDC) reviews Office of Institutional Effectiveness Graduating Student and Alumni Survey and reaches out to students who would like to be contacted. The CDC is currently not tracking progress of those students, but will implement this year. Personal Counseling Services has developed an electronic satisfaction survey within Titanium Medical Records for counseling clients. It is being implemented slowly due to lack of administrative support assistance in the office. Personal Counseling Services has fully implemented paper surveys for all Mental Health and Wellness events.</p>
	General Studies Program	In-progress & ongoing	Program Review "Alumni" Section added (See Appendix AA).
	Office of Institutional Effectiveness	In-progress & ongoing	
	Office of Graduate Studies	In-progress & ongoing	
	School of Education	In-progress & ongoing	Indiana Department of Education (IDOE) surveys our alumni every year. School of Education Advisory Boards, multiple surveys sent to multiple stakeholders every year for different reasons.

Action Steps	Unit Responsibility	Status Towards Completion (through Dec. 2018)	Notes and Documented Support
7. Grow, diversify, and strengthen the University's Greek system.	Greek Life	In-progress & ongoing (25%)	<ol style="list-style-type: none"> 1. Sorority recruitment totaled 55 students (down 13 percent). All three sororities made quota (18). The Interfraternity Council (IFC) fraternities had 32 accepted bids (down 29 percent). 2. Our fraternity and sorority members reported over 9,703 hours of community service this year (12.4 percent increase) compared to 8,633 from last year. Sixty-nine percent received the President of the United States Volunteer Service Award. 3. Greek Life enhanced student leadership excellence by offering another new category, Chapter of the Year award at the annual Greek Awards program, an event that highlights the accomplishments of individual chapters and members of the fraternity and sorority community. 4. Our Greek Programming Board (GPB) planned and executed another successful Greek Week consisting of Greek Olympics; Philanthropy & Community Service Day; Scholarship & Academics Day; Greek Awards; and Greekdom (annual stroll competition planned and sponsored by Zeta Phi Beta Sorority, Incorporated). 6. IU Southeast's Greek System has strengthened systematically with the creation of a comprehensive GPB and a partially (moving towards fully) structured IFC on campus. 7. No additional groups have been added since Kappa Sigma fraternity was added in 2014. 8. Hazing prevention and sexual assault prevention programs have increased.
8. Identify, develop, and implement programs to improve student wellness.	<p>Office of the Bursar</p> <p>Personal Counseling, Career Development Center</p> <p>Personal Counseling, Dean of Student Life</p> <p>Personal Counseling, Housing</p>	<p>In-progress & ongoing</p> <p>Complete for year one</p> <p>Complete for year one</p> <p>Complete for year one</p>	<p>Along with Enrollment Management, created a student support resources document to give staff and faculty access to information on resources available to our students (See Appendix BB).</p> <p>Flagged student conversations, in person and over the phone.</p> <p>Developed Sexual Assault Prevention Scholars Program to offer year- round prevention calendar of events and health and wellness officer position for student groups to refer at-risk members. Promote campus wide health and wellness series. Developed marijuana self-screening tool for Resident Assistants and IU Police Department to provide to students who admit to marijuana use off campus.</p> <ol style="list-style-type: none"> 1. Titanium Medical Records Database, Monthly Reports; Programming by resident assistants. 2. New programming model based on strategic plan. 3. Credit hour checks twice a semester, and follow up with the residents not meeting full-time status.

Action Steps	Unit Responsibility	Status Towards Completion (through Dec. 2018)	Notes and Documented Support
9. Expand and provide robust student intramural opportunities to enhance co-curricular experience.	Athletics, Student Activities School of Arts & Letters	In-progress & ongoing (50%) In-progress & ongoing (70%)	<ol style="list-style-type: none"> Working with student leaders on campus to enhance and expand intramural options. Developed Health, Physical, Education, and Recreation (HPER) Scholar to promote intramural opportunities. Promote HPER courses to students. <p>➤ IU Southeast Athletics - Intramural Schedules</p> <p>Formalizing and documenting these activities. Student Music Club, Philosopher's Club, English Writing Contests, Dirt Bag Fine Art Club, Alpha Psi Omega (Theatre Fraternity).</p>
10. Implement in all Student Life areas an annual goals and assessment plan to better align activities with institutional priorities and evaluate progress and impact.	Dean of Student Life	In-progress & ongoing (75%)	Annual retreat includes annual goals development and year-end-reports address progress and impact of goals.
11. Streamline paperwork and administrative procedures for registered student organizations.	Accounting Services Student Activities	Complete for year one In-progress & ongoing (50%)	<p>Part of a committee that created an online approval form and process for student group events. [Completed October 2014].</p> <p>➤ Student Event / Fundraiser Approval Form</p> <ol style="list-style-type: none"> Volunteer hours log streamlined through Grenadier Central homepage. Student Activities collaborated with Information Technology (IT) to streamline the Event/Fundraising Approval Form. When the form is filled out by a student (on behalf of a student organization), it is sent out to a team for approval rather than only one individual. With the implementation of this new process, students receive feedback more quickly about their proposed events, and events are approved in a timelier manner. <p>➤ Student Event / Fundraiser Approval Form</p>
12. Review existing support of student organizations and devise a slate of activities to facilitate the creation of new organizations and strengthen advising, knowledge of funding, and programming potential for all organizations.	Student Activities	In-progress & ongoing (25%)	Student Activities developed weekly office hours for student organizations to come in and ask questions and/or receive information about resources available to them. Although some of these topics were addressed in monthly all-organization meetings, Student Activities is working to put together short workshops reviewing this information to interested student organizations in Academic Year 2019.
13. Conduct a review of college leadership models and, in collaboration with faculty, design and implement a broad-based leadership program for students.	Leadership Programs	In-progress & ongoing (25%)	<ol style="list-style-type: none"> Promoting trainings related to Student Leadership Challenge, Servant Leadership, and Social Change leadership. Leadership Programs initiated planning of internal year-long comprehensive leadership program that will involve numerous campus partners.
14. Undertake an assessment of the current Student Senate structure, functioning, and impact; make recommendations, as needed, for a revised approach with greater student representation at the institutional level and a robust election process.	Dean of Student Life	In-progress & ongoing (25%)	Student Government Association has increased from 10 to 27 (170 percent increase) for greater representation.

III. Enhance the Enrolled Student Experience

Initiative 3: IU Southeast will implement engaging and innovative learning experiences that increase opportunities for success among students.

Action Steps	Unit Responsibility	Status Towards Completion (through Dec. 2018)	Notes and Documented Support
1. Expand degree completion programs and increase the number of graduates.	Academic Affairs	In-progress & ongoing	Bachelor of Applied Science, Bachelor of Science/Bachelor of Arts in Social Sciences, Bachelor of Interdisciplinary Studies Arts and Humanities (See Appendix CC).
	General Studies Program	In-progress & ongoing	Program review self-evaluation and alternative ways to earn credit added.
	Office of Graduate Studies	In-progress & ongoing	
	School of Nursing	In-progress & ongoing	Master of Science in Nursing and Applied Health Science programs started 2017.
2. Increase weekend, evening and hybrid offerings of courses for degrees and certificates.	Academic Affairs	In-progress & ongoing	➤ Evening and Online Programs
	New Student Programs	In-progress & ongoing (50%)	Added hypnotist evening event in Ogle Center during fall 2018.
	Non-Traditional Student Services	In-progress & ongoing (50%)	<ol style="list-style-type: none"> 1. IU Southeast Adult Friendly website and marketing. 2. Non-Traditional Student Union, Adult Student Center and Family & Parent Programs social media pages. ➤ Evening and Online Programs
	School of Arts & Letters	In-progress & ongoing	Developed Bachelor of Interdisciplinary Studies to use as an "incubator" program across campus in order to allow time for new majors to catch on and grow into their own Bachelor of Arts.
	School of Business	In-progress & ongoing	Schedule of classes.
	School of Education	In-progress & ongoing	All graduate programs offer courses in the evening and at least hybrid. Secondary Education began offering EDUC-F200 in the evening as a hybrid course.
	School of Social Sciences	Complete	Added Psychology, History, Journalism, and Neuroscience to flexible programming. Criminal Justice on its way.

Action Steps	Unit Responsibility	Status Towards Completion (through Dec. 2018)	Notes and Documented Support
3. Implement new strategies to ensure the success of learners, including more targeted orientation sessions, campus tours, and planned interaction with faculty and peers.	Enrollment Management School of Education School of Nursing	In-progress & ongoing (25%) In-progress & ongoing Complete for year one (2017)	Bi-annual pinning/induction ceremony for all Undergraduate programs. School of Nursing participates in both Admission and Open House tours of the campus. All labs are open for tours, many times with tours taking place while the students are in the lab learning and practicing nursing skills.
4. Expand internship and career readiness training programs for learners and student veterans.	Career Development Center, Non-Traditional Student Services School of Social Sciences	In-progress & ongoing (50%) Complete	1. The Adult Student Center offers three career preparedness programs during evening and lunch hours: Jumpstarting Your Career, Personal Financing and Your Career, and Personal Branding with Professor Keefe. 2. Career Development Center partnered with Where Opportunity Knox two years ago to present a veteran-focused career-training session but only one student/community member attended. 3. CDC has also partnered with K. Pelle over past few years to offer training in the Adult Student Center. No monitoring of increased internship participation has been conducted so far. See new Career Development webpage "Especially for Adult Learners" ➤ Especially for Adult Learners All social science programs have career courses for majors.
5. Seek external funding to specifically assist low-income traditional and non-traditional learners.	Dean of Student Life Development Enrollment Management, 21st Century Specialist Non-Traditional Student Services	In-progress & ongoing (25%) In-progress & ongoing In-progress & ongoing (25%) In-progress & ongoing (25%)	In addition to the Family and Social Services Administration Indiana Child Care Development Fund voucher program through River Valley Resources to help lower income student parents pay for child care, the Children's Learning Center became an On My Way Pre-K provider for the state. Four new scholarships executed to support students with demonstrated financial need providing \$181,800 for students. Received extra \$3,500 from Indiana Commission for Higher Education (ICHE). Award for 21st Century Scholar scholarships in spring 2018. This is in addition to the annual award since 2013 for a 1,700 hour AmeriCorps member with \$2,000 programming budget. Received the Stan Jones Student Success grant from ICHE, \$5,000 for programming to help with minority student persistence in Spring 2018. Non-traditional Student Services part of group seeking funds from EMSI and Lumina Single Parents Attaining a College Education (SPACE)/Talent Hubs.

Action Steps	Unit Responsibility	Status Towards Completion (through Dec. 2018)	Notes and Documented Support
6. Establish financial literacy programs to target students and decrease student debt post-graduation.	Academic Affairs	Not started as of 12/31/18	Lumina Talent Hub Application 2018 Added (pp. 1-4), (See Appendix L).
	Enrollment Management, 21st Century Specialist, Student Activities	In-progress & ongoing (25%)	Partnered with IU Financial Literacy department and continued work with MoneySmarts Programs throughout the 2018 year by holding at least one event for all students once a month and being present at Open Houses.
	School of Business	In-progress & ongoing	F151 and F260 course enrollments.
7. Expand Adult Student Center space and services to meet increasing non-traditional student enrollment.	Academic Affairs	Not started as of 12/31/18	Lumina Talent Hub Application 2018 added (pp. 1-4), (See Appendix L).
	Enrollment Management, Non-Traditional Student Services	In-progress & ongoing (50%)	A full calendar of activities is available to hundreds of non-traditional students. IU Southeast received the Non-traditional Student-friendly School of the Year Award from Association for Non-Traditional Students in Higher Education (ANTSHE). Not started on evaluation of space.
8. Implement an effective program that enhances the non-traditional student population, through collaboration with partners such as 55K Degrees, Education Matters and Degrees Work.	Academic Affairs	Not started as of 12/31/18	Lumina Talent Hub Application 2018 added (pp. 1-4), (See Appendix L).
	Enrollment Management	In-progress & ongoing (25%)	
	School of Education	Complete	Added alternative teacher certification programs/pathways (i.e. Transition to Teaching and Advance to Teaching).
9. Increase number of certificate programs that we offer.	Academic Affairs	In-progress & ongoing	Significant increase in undergraduate and graduate certificate programs (See Appendix T).
	Academic Affairs (Schools)	In-progress & ongoing	Draft Report of New Degrees/Majors added.
	School of Business	In-progress & ongoing	List of certificates offered: ➤ School of Business Certificates ➤ School of Business - Post-Baccalaureate Certificates
	School of Education	In-progress & ongoing	Secondary Education faculty is developing a certificate program for teaching adult learners.
	School of Natural Sciences	In-progress & ongoing	Natural Sciences is working on Certificate and post baccalaureate in Geographical Information Science (GIS), Cybersecurity.

Action Steps	Unit Responsibility	Status Towards Completion (through Dec. 2018)	Notes and Documented Support
	School of Social Sciences	Complete	Graduate certificate in Political Sciences and History; undergraduate certificates in Conflict Management and Diversity.
10. Develop competency assessments that ensure academic rigor while allowing credit for previous class/work experience.	Academic Affairs	In-progress & ongoing	(See Appendix DD).
	General Studies Program	In-progress & ongoing	Program review self-evaluation and alternative ways to earn credit added.

III. Enhance the Enrolled Student Experience

Initiative 4: IU Southeast will ensure a high-quality Residence Life and Housing Program that facilitates leadership development, service learning, academic success, retention, and graduation.

Action Steps	Unit Responsibility	Status Towards Completion (through Dec. 2018)	Notes and Documented Support
1. Develop plans to add residential facilities.	Administrative Affairs, Student Affairs Housing	In-progress & ongoing In-progress & ongoing (75%)	The construction of the sixth lodge was planned to start in 2018. However, the construction bids came in higher than the approved budget and the project was cancelled in May 2018. The economy in the surrounding region is very strong with high levels of capital spending. Qualified contractors are bidding projects at higher prices due to the premiums associated with taking on additional work when construction schedules are at full capacity. We believe that the aggregate effect of these conditions drove up the bid prices for the project beyond the approved budget. The campus will suspend further consideration of housing expansion until it is able to develop a viable financial plan for the project. IU Administration made the decision to stop the development of the sixth lodge.
2. Maintain and sustain a viable information technology network infrastructure in student housing to create an environment that is similar to what students use at home and in the commercial sector, including access to pervasive Wi-Fi.	Housing University Information Technology Services	Complete for year one In-progress & ongoing	Upgraded Wireless Access Points in summer 2016. According to EBI/Skyfactor survey (taken yearly and completed in November 2018), residents were not satisfied with the connectivity in the lodges. Survey results can be found in appendix A . A report will be sent to University Information Technology Services. Wireless and network evaluations have been done in planning for life cycle replacements in the upcoming FY20 year.
3. Continue to provide a safe, modern and comfortable environment conducive to student learning and success.	Equity & Diversity (Title IX) Equity & Diversity (Title VII) Housing School of Education Student Success Center	In-progress & ongoing In-progress & ongoing In-progress & ongoing (50%) In-progress & ongoing In-progress & ongoing	<p>➤ Title IX Information</p> <p>➤ Complaint Process</p> <p>The turning of apartments for the academic year was completed in August 2018. This includes, painting, cleaning of flooring and furniture, and the replacement of flooring and furniture as needed. This process will begin again in May 2019. During the summer 2018, the key system was upgraded. Housing will be working with the Accounting Office and Facility Operations to develop an appliance upgrade plan for the lodges.</p> <p>Integration of school safety in teacher education curriculum.</p> <p>Tutoring sessions and testing at a welcoming site.</p>

Action Steps	Unit Responsibility	Status Towards Completion (through Dec. 2018)	Notes and Documented Support
	University Information Technology Services	In-progress & ongoing	University Information Technology Services continues to maintain a computer lab in each lodge.
4. Create a comprehensive programming model that includes social, educational, recreational, and health and wellness components for evenings and weekends.	<p>Career Development Center</p> <p>Common Experience</p> <p>Personal Counseling, Housing, Athletics</p> <p>Student Activities</p>	<p>Complete for year one</p> <p>In-progress & ongoing</p> <p>Complete for year one</p> <p>Complete for year one</p>	<p>Career Development Center presents at student organization meetings and for RAs on evenings and weekends, but has only conducted those on an as-needed basis. Tracking of student participants is done through office Career Services Manager.</p> <p>➤ Events</p> <p>Titanium Schedule Medical Records; Monthly Reports; new programming model based on strategic plan. Training schedule can be found in appendix B and program proposal, evaluation, and tracker found in appendix C. [Completed August 2017].</p> <ol style="list-style-type: none"> 1. Student Activities provided social and educational programs in the evenings: Eh440 a capella [September 2017]; Paint & Sip [October 2017]; Bonfire & S'mores [October 2017]; Annual Moonlight Breakfast [December 2017]; Winter Bonfire [January 2018]; Poet & Activist Monti Washington [March 2018]; Comedian Maggie Maye [April 2018]; Hypnotist Ray Adams [August 2018]; All You Can Bowl at Strike and Spare [September 2018]; The Hook Up [September 2018]; TronSystem Cube [November 2018]; and Annual Moonlight Breakfast [December 2018]. 2. Student Activities sent out surveys in spring 2018 to determine needs and wants of students - consensus was, based on the population who completed the surveys, that students are interested in evening events but not weekend events. Campus Activities Board will continue providing evening programs, but will likely not offer weekend events (other than special weekends such as Homecoming or special Sunday night evenings by request when E-boards are meeting) based on lack of participation.
5. Seek and expand partnerships across campus to promote leadership and programming opportunities.	<p>Career Development Center</p> <p>Enrollment Management, Student Activities, Leadership Programs</p>	<p>Complete for year one</p> <p>Complete for year one</p>	<p>Co-sponsorship of events with campus partners such as the Library, Campus Life, Personal Counseling, and other Student Affairs offices. Career Development Center is now offering StrengthsFinder training opportunities, and has tracked five classroom presentations since implementation in fall 2017.</p> <ol style="list-style-type: none"> 1. Leadership Programs collaborating with Student Success Center, Center for Mentoring, Student Activities, and other campus areas to create a year-long comprehensive leadership program. 2. Campus Life brought experts to campus to teach students about leadership: Tom Krieglstein, Monti Washington, Kim Novak, John Schertzer, and Joey Wilkerson. Student Government Association will be bringing back the GUS Talks speaker series.

Action Steps	Unit Responsibility	Status Towards Completion (through Dec. 2018)	Notes and Documented Support
	International Programs	In-progress & ongoing	Promoting study abroad sponsorships to faculty.
	Library	In-progress & ongoing	The Library partners with Residence Life by offering books clubs and other sorts of occasional programming in the Lodges. ➤ Campus Book Clubs
	Personal Counseling, Housing	Complete for year one	Titanium Schedule Medical Records; Monthly Reports; This is a yearly process for Housing. There is not a specific month and year of completion, as it is completed yearly. Resident assistant training [August 2018] creates collaborative opportunities with a multitude of offices. RA programming, Dinner with a Professor, and Monthly Academic Advising provide an opportunity for residents and our staff to engage in partnerships throughout the campus community.
	School of Education	In-progress & ongoing	Council on the Preparation of Education Professionals (COPEP); Indiana Department of Education (IDOE) Partnership meetings.
6. Customize services to meet the needs of a diverse resident student population.	Academic Affairs Diversity Coordinator	In-progress & ongoing	➤ Diversity Academy
	Housing	In-progress & ongoing (75%)	Moved housing applications, department handbook, and work order requests online to ensure accessibility for all potential and current residents. Availability to meet with residents during the day and evening, as needed. Professional staff are part of an on-call rotation to meet with students as needed during the evening and weekends when the office is closed.
	Library	In-progress & ongoing	The Library offers a variety of personalized services, including its "Book a Librarian" program. In addition, the Library offers an Adaptive Technology Center. ➤ Book a Librarian
	School of Education	In-progress & ongoing	Customized individualized assistance to minority students.
	School of Social Sciences	Complete	Dean's Alliance (most participants nontraditional) working mothers and minorities.

Action Steps	Unit Responsibility	Status Towards Completion (through Dec. 2018)	Notes and Documented Support
7. Create a departmental training program to enhance student leadership.	Career Development Center Personal Counseling, Housing School of Education	Complete for year one Complete for year one In-progress & ongoing	Researching and developing socially responsible and community enhancing opportunities for students to hone their professionalism while supporting our employer base. Titanium Schedule Medical Records; Monthly Reports; Resident Assistant Training in the fall and spring semesters. School of Education professional development embedded in monthly faculty meeting.
8. Develop and implement themed housing and other initiatives that support and advance students' academic goals.	Common Experience Housing	In-progress & ongoing In-progress & ongoing (25%)	Periodic events in lodges. Surveyed residents in the fall 2018 EBI/Skyfactor survey to understand interest in themed housing. Two lodges remained dedicated for first-year students in order to increase connectedness, community, and to support overall retention efforts. Sixty-six percent of the first-year students who lived in first-year only buildings were retained by the campus from spring 2018 to fall 2018, compared to 58 percent of first-year students who did not live in first-year only buildings. Assignments are made by grouping residents together with similar ages and majors. Housing introduced two new programs Dinner with a Professor and Monthly Advising Nights to help residents engage with the campus community and have easier access to resources.
9. Provide resources to support expansive, revenue generating summer/camp/conference programs using our lodges.	Housing, Athletics	In-progress & ongoing	We continue to reach out to previous groups to encourage them to return. We had the following groups on campus: <ol style="list-style-type: none"> 1. Louisville Ballet Company – Summer Intensive 2. Entrepreneurship Academy 3. Fellowship of Christian Athletes Softball and Tennis Sports Camp 4. National Association for the Advancement of Colored People Youth Summit 5. Kentucky Tactical Officers Association & Norse Tactical – SWAT Training Creating of partnership with FCA Summer camps that utilize lodges and coaching clinics and camps throughout the year. ➤ IU Southeast Athletics - Camps and Clinics

IV. Create Structures that Enable Faculty and Staff to Thrive

Initiative 1: IU Southeast will enrich its teaching mission by strengthening the teacher-scholar model for faculty engagement.

Action Steps	Unit Responsibility	Status Towards Completion (through Dec. 2018)	Notes and Documented Support
1. Establish faculty-developed percentages in the categories of teaching, scholarship and service for tenured/ tenured track faculty consistent with the mission of the campus.	Academic Affairs School of Business School of Education School of Nursing	Not started as of 12/31/18 In-progress & ongoing In-progress & ongoing Complete for year one (2017)	Faculty Development Plan. School of Education Faculty Manual and Strategic Plan; school review committee working on this. Faculty development is ongoing with attendance at conferences, presentations given and articles published.
2. Establish faculty-developed percentages in the categories of teaching and service for lecturers and clinical faculty consistent with the mission of the campus.	Academic Affairs School of Business School of Education School of Nursing	Not started as of 12/31/18 In-progress & ongoing In-progress & ongoing Complete for year one	Faculty Development Plan. School of Education Strategic Plan. Clinical faculty predominantly have additional full-time employment and use funds from that source for development. Most are certified in their specialty.

IV. Create Structures that Enable Faculty and Staff to Thrive

Initiative 2: IU Southeast will recruit and retain high-quality faculty and academic support staff.

Action Steps	Unit Responsibility	Status Towards Completion (through Dec. 2018)	Notes and Documented Support
<p>1. Offer comprehensive support for academic excellence by fostering research, faculty development, an improved faculty and staff mentoring program, expansion of library resources, and increased grant writing assistance.</p>	<p>Academic Affairs</p> <p>Academy of Diversity & Inclusive Education (ADIE)</p> <p>Development Office</p> <p>Library</p> <p>Office of Research & Creative Activity</p> <p>School of Education</p> <p>School of Nursing</p>	<p>In-progress & ongoing</p> <p>In-progress & ongoing</p> <p>In-progress & ongoing</p> <p>In-progress & ongoing</p> <p>In-progress & ongoing</p> <p>In-progress & ongoing</p> <p>In-progress & ongoing</p>	<p>➤ Diversity Academy</p> <p>Grant writer hired June 2016.</p> <p>The Library works closely with faculty to ensure that information resources are cost-effective and well-aligned with curricular and research needs.</p> <p>➤ IU Southeast Library Subject Search</p> <p>School of Education Faculty Accomplishments Brochure.</p> <p>Faculty attend conferences, use webinars, subscribe to research journals.</p>
<p>2. Appropriately orient, develop, and review all faculty and academic support staff.</p>	<p>Academic Affairs</p> <p>Assistant Vice Chancellor for Academic Affairs, Student Success Center, Office of Disability Services</p> <p>Human Resources</p> <p>Institute for Learning & Teaching Excellence</p> <p>School of Business</p>	<p>In-progress & ongoing</p> <p>In-progress & ongoing</p> <p>In-progress & ongoing</p> <p>In-progress & ongoing</p> <p>In-progress & ongoing</p>	<p>Supervisory Conferences and Reviews.</p> <p>(See Appendix EE).</p> <p>As can be seen in our annual report, the Institute for Learning & Teaching Excellence provides New Faculty Orientation each fall and New Adjunct Faculty Orientation prior to each session.</p> <p>Faculty mentoring sessions.</p>

Action Steps	Unit Responsibility	Status Towards Completion (through Dec. 2018)	Notes and Documented Support
	School of Education	In-progress & ongoing	Biannual faculty and staff retreat.
	School of Nursing	In-progress & ongoing (2017)	Faculty submit annual review and discuss with Dean. Orientation is provided consistently for all new hires. Support staff meet with Dean quarterly and 1:1 as needed.
	School of Social Sciences	Complete	All annual reports/reviews completed.
3. Increase number of tenure-track appointments, where appropriate, to a level consistent with peer institutions.	Library	In-progress & ongoing	In 2018, the Library reorganized by reducing its appointed staff and adding a new tenure-line. ➤ Library Staff
	School of Education	In-progress & ongoing	Level of staffing varies from program to program.
	School of Nursing	In-progress & ongoing (2018) In-progress & ongoing (2017)	Three tenure-track faculty have left their positions; several PhDs applied however were not experienced in the needed area.
	School of Social Sciences	Complete	Added faculty in mental health counseling program (moved from visiting to full-time).
4. Increase the number of endowed faculty positions in all schools.	School of Education	In-progress & ongoing	
	School of Nursing	In-progress & ongoing (2018) Not started for year one (2017)	Not applicable at this time; a goal for the future.
5. Provide additional professional development opportunities for staff.	Accounting Services, Office of the Bursar	In-progress & ongoing	This is a continuous process. We provide campus wide training on financial procedures and policies. ➤ Accounting Services - Training Schedule
	Equity & Diversity	In-progress & ongoing	➤ Diversity Training and Education Programs
	The Office of Disability Services	In-progress & ongoing	Recruiting Academic Units for Programming.
	School of Education	In-progress & ongoing	Support academic advisors and licensing advisor to attend state and national conference.

Action Steps	Unit Responsibility	Status Towards Completion (through Dec. 2018)	Notes and Documented Support
	School of Nursing	In-progress & ongoing (2018)	Based on travel budget, staff rarely attend professional development.
6. Increase the number of faculty and academic support staff from diverse backgrounds.	Equity & Diversity	In-progress & ongoing	➤ Academic - Professional Recruitment and Search Guide
	Human Resources, Academic Affairs	In-progress & ongoing	This is an all-IU initiative and the Human Resources community is collaborating on this goal.
	School of Education	In-progress & ongoing	School of Education faculty diversity continues to increase.
	School of Nursing	In-progress & ongoing (2018)	
		In-progress & ongoing (2017)	We hope to attract new faculty with diverse backgrounds.

IV. Create Structures that Enable Faculty and Staff to Thrive

Initiative 3: IU Southeast will recognize and support employees as our greatest resource.

Action Steps	Unit Responsibility	Status Towards Completion (through Dec. 2018)	Notes and Documented Support
1. Revise the IU Southeast performance management program so that it is in full alignment with the University's performance management program, objectives, and principles.	Human Resources	In-progress & ongoing	New program implemented in 2018; to be continued each year. Participation and compliance increasing.
2. Attract and retain a highly diverse workforce.	Career Development Center	In-progress & ongoing (75%)	Career Development Center hasn't had much luck in hiring diverse employees for staff positions, but ensures a diverse student worker and graduate intern pool each year. Evidence on staffing page and annual reports.
	Housing	In-progress & ongoing (75%)	Properly follow all Human Resources and Equity & Diversity procedures in our last search process. Interviewed a wide applicant pool.
	Human Resources/All	In-progress & ongoing	Not up to goal. New programs under development with all of Indiana University.
	School of Education	In-progress & ongoing	School of Education Strategic Plan.
3. Strive to maintain competitive salaries and wages.	Housing	In-progress & ongoing (50%)	Raising salaries/wages to the \$15 an hour minimum. Approved a "Pet Policy" for live-in staff in order to attract and retain workforce.
	Human Resource/All	In-progress & ongoing	Great strides made. Lowest wage employees moving towards \$15 an hour minimum. Select job groups, such as advisors, have been identified and addressed.
	Multiple Divisions/Units	In-progress & ongoing	New positions hired at market rates - College and University Professional Association (CUPA) for faculty. On July 1, 2016, twenty six support staff employees received a salary adjustment over and above the guideline increase (1.5 percent) to address compression, equity, and parity issues. Advisor salaries were adjusted upward on July 1, 2017 to address below-market salaries. Starting salary increased from \$31,500 to \$35,500 per year. University initiative, starting FY18, to move all employees closer to \$15 an hour. Support staff received an increase of up to 2 percent plus \$600 on July 1, 2017 and July 1, 2018. We expect continuation of this program through FY21.
	School of Social Sciences	Complete	Worked with Executive Vice Chancellor for Academic Affairs on one salary compression issue.

Action Steps	Unit Responsibility	Status Towards Completion (through Dec. 2018)	Notes and Documented Support
4. Invest in the professional development of full-time faculty, part-time faculty, and staff.	Accounting Services, Office of the Bursar	In-progress & ongoing	Continuous process. We provide staff opportunities to attend conferences, participate in committee work, attend training sessions on and off campus, and provide flexibility to employees pursuing degrees.
	Athletics	Complete	<ol style="list-style-type: none"> 1. Multiple conferences attended: <ol style="list-style-type: none"> a) Gehring Academy b) Great Lakes Association of College & University Housing Officers (GLACUHO) c) Association of College & University Housing Officers – International (ACUHO-I) Business Operations d) Fred Pryor Seminars Continue to provide each staff member with a professional development opportunity each year on a rotating basis. This year went to our Sports Information Director who joined College Sports Information Directors of America (CoSIDA). Our Baseball Coaches were also sent to the Indiana Baseball Coaches Association Clinic. 2. Implementing standards and processes learned at conferences to support best practices within our field.
	Career Development Center	Complete	<p>All staff of Career Development Center receive career assessment and coaching certifications, join professional organizations and are encouraged to get involved on campus and in the community. Staff will be encouraged to add that information to their biographies.</p> <p>➤ Career Development Center Contact Information</p>
	General Studies Program	In-progress & ongoing	➤ Institute for Learning & Teaching Excellence
	Human Resources/All	In-progress & ongoing	Human Resources: Continued participation in the University’s Management Training Series (MTS) and Fiscal Officer Development Series (FODS). Local Broadening Leadership program has grown to accept more annual participants with expanded programming and added facilitators with new ideas. Applicants exceed capacity each year.
	Personal Counseling Services, Housing	Complete	Titanium Schedule Medical Records; Monthly Reports; Professional development fund made available for our staff. Conferences attended by housing staff: Gehring Academy, GLACUHO, ACUHO-I Business Operations, Fred Pryor Seminars. There is no specific date as these conferences are attended throughout the year.
	School of Business	In-progress & ongoing	Travel budget.

Action Steps	Unit Responsibility	Status Towards Completion (through Dec. 2018)	Notes and Documented Support
	School of Education	In-progress & ongoing	School of Education Faculty Accomplishment Brochure, School of Education Strategic Plan.
	School of Social Sciences	Complete	Master in Mental Health counseling given stipends towards completion of professional development and licensure.
5. Reduce faculty and staff turnover.	Human Resources/All	In-progress & ongoing	Voluntary faculty turnover is near zero. Staff turnover is healthy at 9.3 percent. This is actually low as it includes both retirements and the number of new position restrictions based on enrollment challenges.
	School of Education	In-progress & ongoing	Use of mentoring; Moral Pal.
	School of Social Sciences	In-progress & ongoing	Major issue in our unit with losses and difficulty in getting replacements.

IV. Create Structures that Enable Faculty and Staff to Thrive

Initiative 4: IU Southeast will develop and nurture diverse, mutually beneficial relationships between the campus and the community.

Action Steps	Unit Responsibility	Status Towards Completion (through Dec. 2018)	Notes and Documented Support
<p>1. Strengthen alumni relationships and engagement in campus life and student activities.</p>	Alumni Engagement & Annual Giving	In-progress & ongoing	Beginning in fall of 2017, a monthly electronic newsletter sent to alumni with valid email addresses resulting in over 130,000 e-newsletters delivered with a delivery rate average of 95.3 percent and an open rate average of 12.65 percent. The use of social media channels, primarily Facebook, was used as a contact strategy to increase alumni engagement resulting in a 650 percent increase in followers.
	Career Development Center	In-progress & ongoing (50%)	Consistently contact alumni to participate in employer panels, and to advise students on an as-needed basis. Correspondence and participation need to be tracked.
	Housing	In-progress & ongoing (50%)	Invite alumni to help with move-in day.
	Non-Traditional Student Services	In-progress & ongoing (50%)	Non-traditional Student Services have Alumni Adult Student Panels, alumni speakers for events, inviting alumni veterans for homecoming/veterans lunch, Adult Student Center Facebook page. ➤ Adult Student Center Facebook Webpage
	School of Business	In-progress & ongoing	Alumni networking events.
	School of Education, Alumni Office	In-progress & ongoing	First alumni event planned for October 29, 2017.
	School of Nursing	In-progress & ongoing	We hire alumni for adjunct positions when possible. Alumni serve as guest speakers and sit on our Advisory Board.
	School of Social Sciences	Complete	Held annual Alumni Networking Night for Social Sciences, Social Sciences on Tap, monthly newsletters sent out during all but summer months, Social Sciences Forum, Social Sciences Advisory Board, Social Sciences charity events.
	Student Activities, Greek Life	In-progress & ongoing (50%)	Student Activities and Greek Life, in collaboration with Alumni Affairs, encouraged alumni participation and engagement by hosting events during IU Southeast's Homecoming in November 2017 and November 2018 for alumni, including a Homecoming Bonfire and Homecoming Tailgate.

Action Steps	Unit Responsibility	Status Towards Completion (through Dec. 2018)	Notes and Documented Support
<p>2. Build relationships and create partnerships that foster goodwill through community outreach activities in the Southern Indiana and Greater Louisville areas.</p>	Academic Affairs	Not started as of 12/31/18	Lumina Talent Hub Application 2018 added (pp. 1-4), (See Appendix L).
	Athletics	Complete	Champions Dinner and Softball Team Volunteers with the New Albany Track Club. [Completed August 2017]. ➤ IU Southeast Athletics 5th Annual Champions Dinner
	Career Development Center	Complete	Staff participate in off-campus committees and meetings, and attend networking regularly. Can currently be tracked through calendars, but needs to be documented through pictures/social media.
	Development, Alumni Engagement & Annual Giving	In-progress & ongoing	Poverty simulation workshops funded through local grantors were conducted on campus and in the community as well as a mental health awareness program [2017-18]. Funded June to December 2018: A symposium in the form of a debate to enhance student experience and education; small business training workshops; non-profit academy for training and consultation; reading clinic for New Albany Floyd County schools. Our relationship building among granting entities in the local community provided \$436,707 (\$77,192 in 2016-17; \$359,515 in 2017-18) in grants in support of various campus initiatives. The Alumni Association hosted an IU Football Homecoming trip with 30 alumni, faculty and staff in attendance; and a second annual Alumni Night of Service at Villages of Silvercrest where 30 alumni conducted craft workshop, provided caroling and visited with residents.
	Equity & Diversity	In-progress & ongoing	Leadership Southern Indiana - NEXGEN workshop facilitator, City of Jeffersonville MLK volunteer
	Office of Community Engagement	In-progress & ongoing	Community representative serve on the Service Learning & Community Engagement (SLCE) Council, Collaboratory data tracking system will provide information on increase in partnerships with community. Work completed on Community Perception of IU Southeast Survey for distribution spring 2019. Spring & fall 2018 work on adding Community Partnerships to Collaboratory system. ➤ IU Southeast Community Engagement
	Ogle Center	In-progress & ongoing	Ogle Center leadership is actively involved in the Arts and Cultural Alliance of Greater Louisville and the Indiana Tourism Coalition. These groups allow for increased collaboration and partnership opportunities among local cultural organizations helping us to greatly enhance the patrons' experiences at the Ogle Center. Some Ogle Center performers present master classes in area schools to foster arts education in our community.

Action Steps	Unit Responsibility	Status Towards Completion (through Dec. 2018)	Notes and Documented Support
	School of Education	In-progress & ongoing	On-going partnerships with P-12 Schools; New relationships with business partners through STEM teacher recruitment grant; School of Education faculty serving on different community boards.
	School of Social Sciences	Complete	Charity drive for Homeless Coalition, Social Sciences on Tap, Attending Louisville Suffrage 2020 event committee meetings.
	Volunteer Programs, Leadership Programs	Complete	<ol style="list-style-type: none"> 1. Volunteer Programs continues to post information for students about local volunteer opportunities and volunteer agencies that have established a partnership with IU Southeast on the Facebook page created in AY17. ➤ IU Southeast Volunteers 2. Also in Box to connect students interested in volunteering with local organizations seeking volunteers. ➤ One.IU 3. Started relationship with Hand in Hand Ministries for alternative service breaks.
3. Create an annual, highly visible signature event or project that will provide high value to the Southern Indiana/Greater Louisville community.	Advancement	Not started as of 12/31/18	Resources have yet to be identified to support this initiative.
	Common Experience, Academy of Diversity & Inclusive Education	In-progress & ongoing	Special programming, including noteworthy speakers.
	Office of Community Engagement	In-progress & ongoing	Summer 2018 began work on developing a Community Engagement Partnership Award.
	School of Education	In-progress & ongoing	Project AHEAD Reading Clinic.

Action Steps	Unit Responsibility	Status Towards Completion (through Dec. 2018)	Notes and Documented Support
	School of Nursing	In-progress & ongoing	IU Southeast School of Nursing hosts the annual Compassionate Care Ceremony for Sophomore Nursing Students. In Fall 2014, the Arnold P. Gold Foundation (APGF) and the American Association of Colleges of Nursing (AACN) announced that 100 schools of nursing had been selected to receive funding support to pilot the nursing equivalent of a “White Coat” Ceremony. As in the ceremony for future physicians, these nursing ceremonies are designed to instill a commitment to the patient at the center of healthcare. Funded by APGF Trustee Elaine Adler and her husband Mike, this ground-breaking program was developed to promote humanistic, patient-centered care future nursing professionals. In 2014, Indiana University Southeast School of Nursing was selected to be among the first 100 schools to hold this ceremony. With an annual ceremony each Fall since 2014, this ceremony is a continuation of a new and important tradition for the School.
4. Effectively communicate the institution's successes and future direction with open, accurate, and regular communications.	<p>Office of the Bursar</p> <p>Housing</p> <p>Marketing & Communications</p> <p>Office of Community Engagement</p> <p>Persistence & Compliance Council</p> <p>School of Education</p>	<p>In-progress & ongoing</p> <p>Not started as of 12/31/18</p> <p>In-progress & ongoing</p> <p>In-progress & ongoing</p> <p>In-progress & ongoing</p> <p>In-progress & ongoing</p>	<p>1. Participating in an Enrollment Management sub-committee to develop a campus plan for working with employers in the local area.</p> <p>2. Bursar presented about tuition reimbursement programs during One Southern Indiana event for local business leaders. [November 2017]</p> <p>3. In conjunction with EVCAA worked with Best One Tires to create a Tuition Reimbursement program exclusive with IU Southeast. [August 2018]</p> <p>Developing plan to reach out to form resident assistants to update on housing.</p> <p>Produced and distributed two print Alumni magazines, one digital alumni magazine and annual report. Created and sent monthly alumni e-newsletter beginning November 2017. Produced press releases and news stories, averaging three (3) per week.</p> <p>1. Spring and fall 2018, added signature Community Partnerships to Collaboratory. ➤ IU Southeast Community Engagement</p> <p>2. Perception survey will be distributed February 2019 and findings will be used to communicate successful partnerships and information to help with determining future directions for IUS and the Office of Community Engagement.</p> <p>Periodic updates to campus faculty.</p> <p>Annual School Administrators Breakfast; School of Education Collaborative Council, School of Education Undergraduate and Graduate Advisory Councils.</p>

Action Steps	Unit Responsibility	Status Towards Completion (through Dec. 2018)	Notes and Documented Support
	School of Social Sciences	Complete	Created annual report for Social Sciences with signature successes, monthly newsletter to alumni.
5. Display prominently the governing ideas of IU Southeast.	Marketing & Communications	Complete	Website.
	School of Education	Not started as of 12/31/18	Will have IU signage at K-12 schools to indicate partnerships.
6. Identify and develop relationships with local organizations to promote and expand lifelong learning opportunities.	Career Development Center	Not started as of 12/31/18	Met with Mentoring and Alumni Offices to discuss employer mentoring program, and have also been interested in an executive mentoring program for alumni. No progress yet.
	Center for Mentoring	Complete for year one	Fifteen alumni are currently serving as mentors with the Center for Mentoring. Alumni also participate as guest speakers during the Collegiate Summer Institute and speak at luncheon events sponsored by the Center for Mentoring.
	Development, Alumni Engagement & Annual Giving	In-progress & ongoing	Regular programming scheduled for residents of the Villages of Silvercrest.
	School of Education	In-progress & ongoing	
	School of Nursing	In-progress & ongoing	<ol style="list-style-type: none"> 1. IUSSON participates in many campus and community events. Faculty and students volunteer their time and talents to these events. Examples of campus and community participation include: <ol style="list-style-type: none"> a) Collaboration between the Student Nurses Association (SNA) and Sigma Theta Tau that collected and delivered food items to the campus Emergency Food Pantry. b) Participation in Common Experience events. c) Collection drive for Pregnancy Care Center in Salem, IN. Collected infant basic care items. d) Annual health fair on campus. e) CASI (Community Action Agency of Southern Indiana) senior management. f) Wellness Coalition of Floyd County in collaboration with NAHA. g) Center for Women & Families RN/BSN students. h) Harrison County Health Department RN/BSN students. i) Harrison County Health Department RN/BSN students. j) Home of the Innocence senior management and RN/BSN students. k) KRM Immunization Clinic – Traffic Safety, Winter Clothing Drive. l) KCIW – senior students and management. m) Kentucky Diabetes Camp juniors. n) Lanesville Community Schools management.

Action Steps	Unit Responsibility	Status Towards Completion (through Dec. 2018)	Notes and Documented Support
	School of Nursing	In-progress & ongoing (con't)	<ul style="list-style-type: none"> o) NAHA –seniors and RN/BSN. p) Salem Head Start & Hoosier Uplands junior teaching/learning projects. q) Providence Self-Sufficiency – seniors, RN/BSN, management. r) Washington County – seniors, Amish health fairs, influenza vaccines, Hepatitis C Screening, disaster drill for county. s) Wayside Christian Mission - RN/BSN. t) Minority Health of Southern Indiana – RN/BSN. u) Purdue Extension – RN/BSN. v) St. Elizabeth’s for Girls – RN/BSN. w) Pine Ridge – Junior pediatric students, senior management. x) Clark county jail – RN/BSN. y) Haven House – RN/BSN. <p>2. Worked with educators at Clark Memorial Hospital to develop simulation scenarios to evaluate the competence of sixteen new graduate RNs (having graduated and passed NCLEX boards within the last twelve months) that worked in the Intensive Care Unit. Two separate critical care simulation scenarios were developed by myself and Janice McMahan along with New Graduate Nurse Performance Objectives for each simulation. The Clark nurses came to IUS for two days (eight nurses per day) to run through the simulation using the IU Southeast (IUS) SIMMAN in our Critical Care room. They were observed by myself, Ms. McMahan and Clark educators and evaluated on completion of the Performance Objectives. The New Graduate Nurses returned to IUS for one more day where they experienced the cardiac arrest of the simulated patient where they were evaluated on their ability to perform Advanced Cardiac Life Support objectives. The evaluation of the simulations enabled the Clark educators to make changes to their New Graduate Orientation Program to address both weaknesses and strengths observed in the critical care simulations.</p>
	School of Social Sciences	Completed	Social Sciences on Tap.

IV. Create Structures that Enable Faculty and Staff to Thrive

Initiative 5: IU Southeast will strategically grow financial resources to enhance and support the faculty and staff.

Action Steps	Unit Responsibility	Status Towards Completion (through Dec. 2018)	Notes and Documented Support
1. Successfully implement and complete the Fulfilling the Promise Campaign to strengthen the resource base for IU Southeast.	Development Non-Traditional Student Services	In-progress & ongoing Not started as of 12/31/18	As of December 31, 2018, we have raised \$12.97 million toward our \$14 million goal.
2. Centralize all fundraising through a coordinated and comprehensive development program.	Development	Complete	Development Office created IU Southeast Campus Fundraising Guidelines which are posted on the website. [September 2017].
3. Plan and implement an annual fund program that raises awareness of the needs of the institution and promotes charitable giving by faculty and staff, alumni, and friends.	Alumni Engagement & Annual Giving	In-progress & ongoing	FY18 annual giving performance yielded over \$250,000 raised or 25 percent increase from prior year. Total donors realized a 4.7 percent increase; number of gifts declined slightly by 2.9 percent; however, the overall average amount of gift increase 29.6 percent.
4. Successfully search for and hire a Corporations and Foundations Grant Coordinator.	Development	Complete	Grant writer position was filled in May 2016.
5. Increase the funding base for economic centers.			
6. Foster new partnerships by actively seeking and securing additional grant funding.	Academic Affairs Development Personal Counseling, Dean of Student Life School of Education School of Social Sciences	Not started as of 12/31/18 In-progress & ongoing In-progress & ongoing (25%) In-progress & ongoing Complete	Lumina Talent Hub Application 2018 added (pp. 1-4), (See Appendix L). Sought grants from eight new partners (defined as no activity in two plus years) totaling \$833,912. Total grants awarded from four new granting partners \$348,000. 1. Received grant funding from ICHE Stan Jones Student Success grant in spring 2018 (\$5,000). 2. Indiana National Guard for Leadership Programs for AY19 (\$20,000). 3. The Office of Violence Against Women (OVW) three year grant to reduce sexual assault, domestic violence, dating violence, and stalking for October 1, 2018 through September 30, 2021 (\$300,000). 4. Annual subscription gift from Floyd Memorial Foundation to sponsor Student Health 101 e-magazine (\$4,800). Center for Cultural Resources (CCR); New Albany Floyd County Schools; JCPS Grant from IU Women's Foundation for Dean's Alliance; D. DeWitt gave me opportunity to speak with a donor who donated to this group as well.

Action Steps	Unit Responsibility	Status Towards Completion (through Dec. 2018)	Notes and Documented Support
7. Develop individualized funding strategies for institutional priorities.	Accounting Services	In-progress & ongoing	Continuous - We provide professional support and guidance to departments developing revenue producing activities by creating financial forecasts and serving as a resource on policies and procedures (See Appendix FF).
	Development	In-progress & ongoing	On-going discussions on a gallery project and student professional development center.
	School of Social Sciences	Complete	Grant from IU Women's Foundation for Dean's Alliance; D. DeWitt gave me opportunity to speak with a donor who donated to this group as well.
8. Develop effective communication materials and processes that build the case for support.	Development	Complete	Case for Support document printed; campaign priorities defined. [December 2016].
	School of Education	Not started as of 12/31/18	Internal School of Education newsletter.
	School of Social Sciences	Complete	Facebook activity, annual report, monthly newsletters.
9. Seek funding opportunities through individual and corporate philanthropy, public and private foundations, and federal and state sources.	Academic Affairs Hub	Not started as of 12/31/18	Lumina Talent Hub Application 2018 added. (pp. 1-4), (See Appendix L).
	Development	In-progress & ongoing	IU Southeast sought grants totaling \$1,026,755 from 20 grantors; received funding awards totaling \$642,254 from 13 granting institutions.
	School of Education	In-progress & ongoing	Indiana Department of Education (IDOE), public, and private foundations/sources.
10. Grow and manage the IU Southeast endowment funds to a level sufficient to support institutional operating needs.			
11. Work to build a culture of philanthropy among the IU Southeast community including alumni, students and other important constituencies.	Alumni Engagement & Annual Giving	In-progress & ongoing	Conducted campus community annual giving campaign.
	School of Social Sciences	Complete	Annual Charity Drive; 2018: Homeless Coalition.
12. Create and establish fundraising programs and infrastructure to prepare for additional and/or future comprehensive campaigns.	Development	In-progress & ongoing	Executed a mid-level donor event with the purpose of identifying individuals for major gift cultivation.

Action Steps	Unit Responsibility	Status Towards Completion (through Dec. 2018)	Notes and Documented Support
13. Develop and implement a long-term funding plan for intercollegiate athletic programs to maintain compliance with University policies and federal regulations.	Accounting Services	In-progress & ongoing	<ol style="list-style-type: none"> 1. Updated the athletic programs budget and funding structure for paying coaches. 2. Reorganized athletics accounts in order for department to better understand the financials.
	Development	Not started as of 12/31/18	
	Student Affairs	Not started as of 12/31/18	

IV. Create Structures that Enable Faculty and Staff to Thrive

Initiative 6: IU Southeast will effectively manage and steward financial and physical resources to maximize transparency and benefit to campus stakeholders.

Action Steps	Unit Responsibility	Status Towards Completion (through Dec. 2018)	Notes and Documented Support
1. Manage campus resources in accordance with the Higher Learning Commission's standards for resource allocation, planning, and institutional effectiveness.	Accounting Services General Education Committee	In-progress & ongoing In-progress & ongoing	Continuous. We manage the budget process, continuously audit accounts, review over financial documents, and update policies and procedures as needed to remain in compliance. Auditing fall 2018 Syllabi for Higher Learning Commission (HLC) compliance.
2. Plan and guide the allocation of resources in accordance with the campus mission and strategic plan.	Accounting Services Multiple Divisions/Units	In-progress & ongoing In-progress & ongoing	Our budget request forms require information on how the request relates to our mission and strategic plan. The budget committee takes this information into consideration when reviewing and approving funding. The following year, the department must follow up with the Budget Committee on an assessment form explaining how the funds were used (See Appendix GG & Appendix HH). The campus budget construction process ensures proper alignment of resources. See the FY19 Budget Instructions and accompanying e-mail to the campus community.
3. Continue to advance the Campus Land Use Master Plan and develop new campus beautification initiatives.	Administrative Affairs Facility Operations	In-progress & ongoing In-progress & ongoing	An updated, Comprehensive Public Land Management Plan. [Completed in December 2017]. 1. 2012 Land Use Master Plan continues to guide projects, decisions, and initiatives. ➤ IU Southeast Campus Master Plan 2. A new Landscape and Public Space Plan will be approved and adopted by the end of 2017.
4. Develop a funding plan and pursue project approval for the construction of a new multi-purpose building on the IU Southeast campus.	Facility Operations	Not started as of 12/31/18	Delayed due to campus budget situation and sensitivity toward mandatory student fees for recreational facilities.

Action Steps	Unit Responsibility	Status Towards Completion (through Dec. 2018)	Notes and Documented Support
5. Maintain transparency and accountability by creating and disseminating regular progress reports regarding the operating budget and financial/operational performance.	Accounting Services	In-progress & ongoing	<p>1. Continuous. Accounting services regularly meets with departments and provides financial information as requested. Our accounting and reporting systems are easily accessible by account managers in order to review over data (See Appendix II).</p> <p>➤ About the IUIE (IU Information Environment)</p> <p>2. Accounting Services has expanded the budget analyst model and taken on the accounting tasks of some of our smaller departments on campus, freeing the time of the account managers to work on their core responsibilities. The budget analyst provides budget reports and meets routinely with the account manager to discuss budgets and accounting policies/procedures. [May 2017]</p>
6. Develop and implement incentive-based components into the campus budgeting system to encourage and reward innovation, program growth, and operational performance.	Accounting Services	In-progress & ongoing	Continuous. Accounting Services developed and manages a process that rewards schools for submitting book orders on time with a financial supplement to their budget (See Appendix JJ).
7. Implement a dining master plan to expand the level of service to the campus community and achieve financial self-sufficiency for dining services.			
8. Achieve a twenty percent (or more) reduction in energy utilization and expenditures through facility upgrades, stewardship practices, and procurement strategies.	Facility Operations	In-progress & ongoing	The campus has achieved a 13.7 percent reduction [FY18 vs. FY15].
9. Promote and communicate sustainability initiatives across the institution and implement sustainable practices.	Administrative Affairs	In-progress & ongoing	New recycling containers introduced in University Center in 2014-15 and at strategic locations on campus grounds in 2018. Styrofoam usage has declined since 2015. University Grounds eliminated Styrofoam cups in 2017. Additional budget funding provided for sustainability initiatives in 2017. Pursuing STARS recognition from the Association for the Advancement of Sustainability in Higher Education (AASHE). STARS stands for Sustainability Tracking, Assessment & Rating System.
	Facility Operations	In-progress & ongoing	Exterior recycling containers were placed in parking lot areas and strategic places. Started recycling Styrofoam from packaging materials. Continued energy reduction strategies. Pursuing AASHE membership.
10. Continue to utilize state/student-funded R&R (repair and rehabilitation) to address obsolete building systems and deferred maintenance.	Facility Operations	In-progress & ongoing	Heating, ventilation, and air conditioning (HVAC) systems have been replaced and upgraded in the following buildings: Physical Sciences [2014], Activities Building [2015], Hillside Hall [2015], and Crestview [2017], Service Building [2018]. Other projects: Service Building chiller system upgrade, Knobview and Ogle Center boilers. See Facility Operations annual report.

Action Steps	Unit Responsibility	Status Towards Completion (through Dec. 2018)	Notes and Documented Support
11. Introduce new systems for monitoring and analyzing the multiple data sources that inform and guide business decisions in conjunction with the campus' business analytics initiative.	Administrative Affairs Facility Operations	In-progress & ongoing In-progress & ongoing	The AM360 initiative has greatly enhanced the accessibility of critical data for decision-making purposes. Full roll-out was completed in 2017. ➤ AM 360 Dashboard Energy Usage Monitoring, Building Controls, Work Orders.
12. Continue to raise awareness of the need to consider all IU Southeast students in the state's performance funding model.	Administrative Affairs, Chancellor's Office	In-progress & ongoing	The campus continues to work closely with the University's Office of Government Relations to highlight and address the exclusion of Kentucky students in the performance funding calculations. For the 2017-19 biennium, the impact of including Kentucky students was immaterial (\$16,000) due to improvements in the persistence and completion categories by Indiana students.

V. Increase Community Engagement and Economic Development

Initiative 1: IU Southeast will establish and nurture partnerships that expand economic development opportunities.

Action Steps	Unit Responsibility	Status Towards Completion (through Dec. 2018)	Notes and Documented Support
<p>1. Expand existing partnerships with public schools, community colleges, and other universities to increase graduation rates for IU Southeast, thus increasing regional college attainment thereby enhancing regional workforce development efforts of the region.</p>	<p>Academic Affairs</p> <p>Enrollment Management, Non-Traditional Student Services</p> <p>Library</p> <p>School of Education</p> <p>School of Nursing</p>	<p>In-progress & ongoing</p> <p>In-progress & ongoing (25%)</p> <p>In-progress & ongoing</p> <p>In-progress & ongoing</p> <p>In-progress & ongoing</p>	<p>Ivy Tech Community College, Jefferson Community & Technical College, Greater Clark, New Albany-Floyd.</p> <p>Crimson Advantage, Louisville Promise Scholars, Consortium agreements:</p> <ol style="list-style-type: none"> 1. Non-traditional Student Services outreach with ITCC, JCTC, Vincennes. 2. The IUS Children's Center is an active participant in the ITCC mentoring/intern program and is participating in their PNC Grow Up Great Early Childhood Education Professional Development Series. <p>The library works with area K-12 teachers and with other area college librarians to familiarize K12 students with college libraries. In addition, the Library offers services to all residents in the defined service areas in southern Indiana and Kentucky.</p> <p>➤ Center for Cultural Resources</p> <p>Due to the nature of our programs, faculty members have expanded and maintained partnerships with public schools. Annual School Administrators Breakfast.</p> <p>(See Appendix KK).</p>
<p>2. Develop strategic partnerships with regional economic development planners and agencies that will enhance the presence of IU Southeast in economic development.</p>	<p>Academic Affairs</p> <p>School of Arts & Letters</p> <p>School of Business</p> <p>School of Education</p>	<p>Not started as of 12/31/18</p> <p>In-progress & ongoing</p> <p>In-progress & ongoing</p> <p>In-progress & ongoing</p>	<p>Lumina Talent Hub Application 2018 added (pp. 1-4), (See Appendix L).</p> <p>Ongoing process to involve more programs if applicable. Strategic Communications and Graphic Design’s Advertising Agency accomplishes this in multiple courses through guest speakers; guest graders of student portfolios in TEL-R404, Senior Seminar. Graphic Design continues to seek marketing and promotional projects throughout the local community such as the re-design of the Jeffersonville Vintage Fire Museum and the green space corridor off the Big 4 bridge.</p> <p>Board member of Junior Achievement.</p>

Action Steps	Unit Responsibility	Status Towards Completion (through Dec. 2018)	Notes and Documented Support
<p>3. Engage faculty and academic leadership across the IU family, to identify the region's Grand Challenges, building on our strengths in our academic programs.</p>	Library	In-progress & ongoing	<p>An IU Southeast Librarian, M. Hughes, is the principal investigator (PI) on a Grand Challenges grant. ➤ IU Regional Grand Challenges</p>
	School of Arts & Letters	In-progress & ongoing	<p>Ongoing process to involve more programs if applicable. Strategic Communications and Graphic Design's Advertising Agency accomplishes this in multiple courses through guest speakers; guest graders of student portfolios in TEL-R404, Senior Seminar. Graphic Design continues to seek marketing and promotional projects throughout the local community such as the re-design of the Jeffersonville Vintage Fire Museum and the green space corridor off the Big 4 bridge.</p>
	School of Education	In-progress & ongoing	
	School of Social Sciences	Complete	Challenge Grant Recipient (Dr. M. Fry).

V. Increase Community Engagement and Economic Development

Initiative 2: IU Southeast will prepare graduates to meet workforce needs and the challenges of a rapidly changing job market.

Action Steps	Unit Responsibility	Status Towards Completion (through Dec. 2018)	Notes and Documented Support
<p>1. Maintain and create programs committed to developing "work ready" graduates for business and industry, education, healthcare, and government.</p>	General Studies Program	In-progress & ongoing	Learning Objectives in GNST-G 315 added (See Appendix LL).
	Office of Graduate Studies	In-progress & ongoing	
	Police Department	Complete	A police cadet program is in effect where students are given a part time position and train to become police officers. They attend an accredited police academy which allows them to be well prepared to seek fulltime employment as a police officer. [Completed January 1, 2018].
	School of Arts & Letters	In-progress & ongoing (50%)	Recent creation of BS curricula in Audio Production, Music Education and Music Business. Integrated Marketing Communications (IMC) project – TEL-R440, Advertising Strategies. Development of Bachelor of Science in Strategic Communications, working on Arts Administration.
	School of Business	In-progress & ongoing	Financial aid eligibility.
	School of Education	In-progress & ongoing	School of Education constantly evaluates programs, collects feedback from administrators and graduates. Recent STEM and Lilly grants received related directly to this.
	School of Social Sciences	Complete	Master in Mental Health Counseling; Career Courses; Graduate Certificates in Political Science and History for Dual credit instructors; MS in Criminal Justice.
<p>2. Establish a branded program that capitalizes on the combination of programs that possess strong Liberal Education and America’s Promise (LEAP) outcomes, along with specialized, high demand skills of other programs.</p>	Academic Affairs	Complete	Certificate of Core Competencies; Business + Arts & Sciences + Education + Society (BASES). ➤ BASES
	General Studies Program	In-progress & ongoing	(See Appendix LL).
	School of Arts & Letters	Complete	Strategic Communications and Graphic Design’s Advertising Agency.

Action Steps	Unit Responsibility	Status Towards Completion (through Dec. 2018)	Notes and Documented Support
3. Evaluate existing programs to ensure that market opportunities are pursued.	Academic Affairs	In-progress & ongoing	Use of Burning Glass data.
	School of Arts & Letters	In-progress & ongoing	No firm data at this time.
	School of Business	In-progress & ongoing	Unit Based Practice Council (UBPC) benchmarking results.
4. Enhance Career Services support for added employment assistance and post-graduate preparation to include internal and external needs analysis.	Career Development Center, Non-Traditional Student Services	Not started as of 12/31/18	Non-traditional Student Services Lunch and Learn collaboration with Career Services for programs.
	School of Education, Career Development Office	In-progress & ongoing	Integrated career development in program curricula.
5. Increase interactions between former and current students to establish an employment-training program.	Athletics, Career Development Center	In-progress & ongoing	We have partnered with the Athlete Network (formally Career Athletes) to help us connect former and current student-athletes. Mentoring component is major focus of professional certificate, but not started yet. ➤ Athlete Network
	Dean of Student Life, Children's Center	In-progress & ongoing	<ol style="list-style-type: none"> 1. The IUS Children's Center is an active participating site for IUS Education, Nursing, and Theater students to observe, interact, conduct a lesson, video, volunteer, complete service hours, etc. as a group or on an individual basis. 2. Hosting Children's Center, student graphic artist, and Student Affairs internship opportunities.
	School of Education	In-progress & ongoing	Practicum & Internship opportunities, P12 clinical educators support our candidates.
	School of Social Sciences	Complete	Alumni visits to Dean's Alliance, Career Courses.
6. Develop opportunities for students to create a co-curricular transcript that represents student engagement and demonstrate service, scholarship, and work experiences.	Athletics, Career Development Center	In-progress & ongoing	<ol style="list-style-type: none"> 1. We have created this opportunity through the creation of our student-athlete advisory council (SAAC). 2. Encourage interns to participate in co-curricular opportunity in Grenadier Central. 3. Working with IUPUI committee on REAL transcript. ➤ IU Southeast SAAC Executive Leadership Team
	School of Education	Not started as of 12/31/18	

Action Steps	Unit Responsibility	Status Towards Completion (through Dec. 2018)	Notes and Documented Support
	School of Nursing	In-progress & ongoing	The School of Nursing was previously using Taskstream and students created portfolios for both personal and professional use. This software has recently become unavailable and alternative solution will need to be sought.
	Student Activities	In-progress & ongoing	Student Activities provides multiple programs, trainings, and seminars to students interested in becoming involved on campus, and encourages students to use the co-curricular transcript available to them in Grenadier Central to document these experiences.
7. Provide academic advising to make students aware of post-baccalaureate and professional programs.	General Studies Program	In-progress & ongoing	Consulting with Manager/Advisor.
	School of Arts & Letters	In-progress & ongoing	Capstone experiences and Internships are required in 60 to 70 percent of our programs. Goal of 100 percent by spring 2020.
	School of Education	In-progress & ongoing	School of Education faculty advise all students once enrolled in their major.
8. Increase collaboration between health and medical facilities /institutions and through added academic programs which will enable our students to pursue careers in these fields.	Career Development Center	In-progress & ongoing (25%)	Reached out to H. Hoffman and S. Johnson in Natural Sciences to discuss healthcare (non-nursing) career fair. Career Development Center runs annual hospital shadowing program in conjunction with nursing.
	School of Natural Sciences	In-progress & ongoing	H. Hoffman (Program Director, Health Information Management) has set up clinical sites in a number of local hospitals.

V. Increase Community Engagement and Economic Development

Initiative 3: IU Southeast will develop and support a climate of innovation.

Action Steps	Unit Responsibility	Status Towards Completion (through Dec. 2018)	Notes and Documented Support
1. Establish a professional sales education center and other similar programs that foster innovation.	Academic Affairs School of Business	Complete Complete (October 2017)	Sanders Professional Sales Center; Concentration in Sales. Bulletin. ➤ IU Southeast Bulletin
2. Provide a campus budgeting model that will foster the creation of innovative academic programs.	Accounting Services	In-progress & ongoing	Continuous - 1. Once a year during the budget process, departments and schools are able to submit requests for funding including support for new academic programs (See Appendix M , Appendix FF , & Appendix GG). 2. The Revenue Producing Activity Questionnaire (RPAQ) approval process gives schools and departments the ability to register new revenue producing activities. ➤ Revenue Processing
3. Expand innovative opportunities for students through partnerships that support coursework and for-credit internships.	Career Development Center General Studies Program School of Arts & Letters	In-progress & ongoing (75%) In-progress & ongoing In-progress & ongoing (50%)	Office Career Services Manager tracking of internship opportunities available to students. Need to increase proactive recruiting efforts via assessing individual school needs. Promotion info for majors on Prior Learning credit added (See Appendix MM). Internships required in all BS curricula and BA in Music Industry, some Theatre Performance & Technology, English Writing, & Literature, Strategic Communications and Fine Art.
4. Establish a collaborative maker space.			
5. Connect IU Southeast students with Southern Indiana and Greater Louisville through a structured leadership development program designed to introduce students to regional economic engines and to provide quality, state-of-the art educational opportunities.	Career Development Center School of Arts & Letters	In-progress & ongoing (25%) In-progress & ongoing. (25%)	Coordinated with OneSI on FLAGS mentoring program last year; six IUS students and alumni participated. CDC takes small student groups to networking events, but still looking for continued partnership opportunities. Introductory meetings have taken place at Makerspace in Jeffersonville for our program heads to share memberships for their students and faculty for areas such as 3-D Printing, Embroidery, Woodworking, Welding, and others.

V. Increase Community Engagement and Economic Development

Initiative 4: IU Southeast will promote civic engagement.

Action Steps	Unit Responsibility	Status Towards Completion (through Dec. 2018)	Notes and Documented Support
1. IU Southeast will attain Carnegie Community Engagement Classification.	<p>Academic Affairs</p> <p>Office of Community Engagement</p> <p>School of Education, Office of Service Learning and Community Engagement</p> <p>School of Social Sciences</p>	<p>In-progress & ongoing</p> <p>In-progress & ongoing</p> <p>In-progress & ongoing</p> <p>Complete</p>	<p>Office of Community Engagement.</p> <p>Carnegie Academy Training (October 2017). Workshop spring 2018. Working on the application for Submission in April 2019.</p> <p>Faculty helps the Office of Service Learning and Community Engagement.</p> <p>Completed all requests from my division for G. Murray.</p>
2. Increase student engagement in applied learning and real world experiences through internship opportunities and service-learning programs that supplement classroom learning for academic credit.	<p>Academic Affairs</p> <p>Career Development Center</p> <p>General Studies Program</p> <p>Office of Community Engagement</p> <p>School of Arts & Letters</p> <p>School of Business</p> <p>School of Education</p>	<p>In-progress & ongoing</p> <p>In-progress & ongoing (75%)</p> <p>In-progress & ongoing</p> <p>In-progress & ongoing</p> <p>In-progress & ongoing (50%)</p> <p>Not started as of 12/31/18</p> <p>In-progress & ongoing</p>	<p>Office of Community Engagement.</p> <p>CDC visits approximately thirty 200-300 level classrooms on a semester basis to advertise internship program. Internship program tracking since 1997, with steady increase despite many programs not requiring internships.</p> <p>Promoting for-credit Prior Learning Assessment (See Appendix MM).</p> <p>First FYS Service-learning course offered fall 2018. Students worked with Project Ahead.</p> <p>Ongoing process. Internships required in all BS curricula and BA in Music Industry, some Theatre Performance & Technology, English Writing, Literature, Strategic Communications and Fine Art.</p> <p>Field and Clinical Experiences associated with classroom instruction in all programs.</p>

Action Steps	Unit Responsibility	Status Towards Completion (through Dec. 2018)	Notes and Documented Support
<p>3. Increase student engagement through active service learning and civic engagement, scholarly/creative activities and presentations in areas such as community based work and scholarship within the curriculum.</p>	<p>Academic Affairs</p> <p>Common Experience, International Studies Program</p> <p>Office of Community Engagement</p> <p>Office of Research and Creative Activity</p> <p>School of Education</p> <p>School of Social Sciences</p>	<p>In-progress & ongoing</p> <p>In-progress & ongoing</p> <p>In-progress & ongoing</p> <p>In-progress & ongoing</p> <p>In-progress & ongoing</p> <p>Complete</p>	<p>Office of Community Engagement.</p> <p>➤ Student Engagement Roster</p> <p>Community Engagement and Volunteer Fair fall 2018. Name changed from just Volunteer Fair.</p> <p>Parkwood Academy; Project AHEAD; New Neighbors collaboration with K-12 schools.</p> <p>Created Civic Engagement Institute and new position for Director of Civil Engagement; ran multiple voter education drives; created campus committee with governing principles; celebrated constitution week for two days.</p>
<p>4. Increase service learning tied to the curriculum to ensure opportunities within each school, establish accurate tracking systems, and structure incentives to reward faculty for improvements in number and quality of such experiences.</p>	<p>21st Century Specialist, Volunteer Programs</p> <p>Academic Affairs</p> <p>Office of Community Engagement</p>	<p>In-progress & ongoing (25%)</p> <p>In-progress & ongoing</p> <p>In-progress & ongoing</p>	<ol style="list-style-type: none"> 1. Annual MLK Day of Service on January 15, 2018 coordinated by 21st Century Scholars Specialist and Student Volunteer Liaison. 52 students volunteered at four sites located in Southern Indiana and Louisville. 2. Initiated Make A Difference Day [October 28] events for fall 2017. 3. Coordinated Volunteer and Community Engagement Fair in September 2018. 4. Maintained volunteer hours tracking: A total of 12,104 volunteer hours were reported (12 percent increase), compared to 10,848 hours in 2016-17. 5. Surveyed fall 2018 Volunteer and Community Engagement Fair vendors and participants about volunteering characteristics and frequency. <p>Office of Community Engagement.</p> <p>Worked with Deans to identify service-learning courses in their schools. Deans completed a survey fall 2018 on service-learning courses and community engagement activities. Distributed the first student assessment of service-learning and community engagement activities - only a couple of the faculty responded. But this student assessment survey will be distributed each semester from now on to collect student perceptions about service-learning and community engagement in their courses.</p>

Action Steps	Unit Responsibility	Status Towards Completion (through Dec. 2018)	Notes and Documented Support
	School of Education	In-progress & ongoing	Secondary Education faculty have increased student increased service-learning programs through the Indiana Kids mentoring program.

V. Increase Community Engagement and Economic Development

Initiative 5: IU Southeast will enhance cultural enrichment and "quality of place" activities.

Action Steps	Unit Responsibility	Status Towards Completion (through Dec. 2018)	Notes and Documented Support
1. Provide institutional support and opportunities for students and community members to develop an awareness of the arts through a wide range of sponsored events.	Common Experience School of Arts & Letters	In-progress & ongoing Complete for year two	Periodic "arts" event for campus and community. Ongoing process. We offer numerous Music and Theatre public performances each year as well as Fine Art Installations. Participation in ensembles and theatre performances are open to all qualified students regardless of major and qualified community members. New membership in Southern Indiana Arts Alliance.
2. Enhance public awareness of Grenadier Athletics through a comprehensive branding and marketing strategy.	Athletics	In-progress & ongoing	New Brand Book Roll out in 2019. ➤ IU Southeast Athletics Twitter Webpage ➤ IU Southeast Athletics Facebook Webpage ➤ IU Southeast Athletics Instagram Webpage
3. Increase offering of varsity sports programs.			
4. Solidify the Ogle Center as the region's primary source for artistic enrichment.	Common Experience Ogle Center School of Arts & Letters	In-progress & ongoing In-progress & ongoing Complete for Year two	Keynote speaker free & open to the public. The Ogle Center presents approximately 100 diverse professional performances and community events annually, serving 27,000. The Ogle Center has rebranded its image and has created a mobile-friendly website. Many performances have achieved sold-out status, and additional performances have been added when financially reasonable. New acoustical shells were installed in 2017 making Stem Concert Hall the region's best acoustically-designed performance venue (See Appendix NN , Appendix OO , Appendix PP , Appendix QQ , & Appendix RR). Ongoing process. We offer numerous Music and Theatre public performances each year as well as Fine Art Installations. Participation in ensembles and theatre performances are open to all qualified students regardless of major and qualified community members. New membership in Southern Indiana Arts Alliance.
5. Create a formal mechanism, possibly a center for public service, to advertise, market, and promote the University's involvement, expertise, and outreach.	Office of the Bursar	Not started as of 12/31/18	Creation of a welcoming entryway is being discussed as part of the One-Stop Shop enrollment management plan.

Action Steps	Unit Responsibility	Status Towards Completion (through Dec. 2018)	Notes and Documented Support
6. Seek and foster new partnerships to advance the cultural arts.	Ogle Center, Music, Theatre, and Fine Arts Departments	In-progress & ongoing	Center leadership is actively involved in a leadership role to the Indiana Presenters Network, the Arts and Cultural Alliance of Greater Louisville, and the Indiana Tourism Coalition. These groups allow for increased collaboration and partnership opportunities among statewide presenters and local cultural organizations helping us to greatly enhance the patrons' experiences at the Ogle Center. New partnerships with local arts groups to expand our Children and Family program offerings include the Commonwealth Theatre Center, the Louisville Ballet, and the Louisville Children's Film Festival. A partnership with Duke Energy in 2017-2018 allowed us to expand the Children and Family Series to include STEM (Science, Technology, Engineering, and Math) programming. A partnership with the IU Southeast Theatre Department has allowed IU Southeast students to gain experience in children's theatre by annually presenting a performance as part of the Ogle Center's Children and Family Series.
	School of Arts & Letters	In-progress & ongoing (50%)	Several spaces have been considered. Seeking off campus space for Fine Art classes and gallery space.
7. Expand conference and catering services and the use of campus facilities to the local community.	Administrative Affairs, Conference & Dining Services	In-progress & ongoing	The Conference Center currently has a high level of utilization by faculty, staff, students, and community groups. The number of community groups using campus facilities has increased over the last five years. The capacity for expansion is limited.
	Housing	In-progress & ongoing (75%)	<p>Summer conference usage by local organizations who partner with on campus departments such as Business, Athletics, and the Library. We continue to reach out to previous groups to encourage them to return. We had the following groups on campus:</p> <ol style="list-style-type: none"> 1. Louisville Ballet Company – Summer Intensive 2. Entrepreneurship Academy 3. FCS Softball and Tennis Sports Camp 4. National Association for the Advancement of Colored People (NAACP) Youth Summit 5. Kentucky Tactical Officers Association & Norse Tactical-SWAT Training
8. Create and improve the “entry” way to the campus and visibility of Grant Line Road corridor.	Administrative Affairs	In-progress & ongoing	The 2017 Comprehensive Public Land Management Plan will provide a planning framework to complete this action step.
	Development	In-progress & ongoing	Development Office continues to endeavor to identify prospects that have capacity and inclination to fund construction of an entryway in the style of Sample Gates.

Action Steps	Unit Responsibility	Status Towards Completion (through Dec. 2018)	Notes and Documented Support
	Police Department	In-progress & ongoing	New, more efficient parking pass kiosks have been placed at our main entrances to campus. These kiosks provide a more welcoming appearance and allow a streamlined, efficient way for visitors to purchase their parking permits. [Completed December 15, 2017].
9. Provide a more welcoming campus for guests of the University by constructing a staffed entry facility to welcome guests, give directions, etc.	Office of the Bursar	Not started as of 12/31/18	Creation of a welcoming entryway is being discussed as part of the One-Stop Shop enrollment management plan. Progress on this initiative impaired by budget constraints.
	Enrollment Management	Not started as of 12/31/18	

V. Increase Community Engagement and Economic Development

Initiative 6: IU Southeast will develop and implement personal enrichment programs to engage youth (17 and younger) as lifelong learners.

Action Steps	Unit Responsibility	Status Towards Completion (through Dec. 2018)	Notes and Documented Support
1. Expand opportunities to offer financial literacy education to students and their families.	Academic Affairs New Student Programs, Student Activities Office of Graduate Studies School of Arts & Letters School of Education Student Affairs, Financial Aid	In-progress & ongoing In-progress & ongoing (25%) In-progress & ongoing In-progress & ongoing In-progress & ongoing In-progress & ongoing (25%)	Lumina Talent Hub Application 2018 (pp.1-4), (See Appendix L). New Student Programs added Financial Aid communication to the check-in process at new student orientation, allowing students to check-in with FA during lunch time without a wait or appointment. Music & Theatre Performance as well as Fine Art foundation Classes include discussion on tax issues and operation of music as a small business. Theatre and Music Business classes req. for some curricula but encouraged for all majors. Added special Financial Aid session during Project Ahead. Financial Literacy Module for FYU students now comes from the IU Financial Literacy Office.
2. Engage high potential at risk, low-income, and first generation University-bound youth in active learning opportunities to foster intellectual and leadership development.	Center for Mentoring, 21 ^{CS} Specialist, New Student Programs, Diversity International Programs	Not started as of 12/31/18 In-progress & ongoing	➤ Louisville Rotary, IU Southeast team up to expand scholarship opportunities Awarding Annual Scholarships for Study Abroad.
3. Explore increased opportunities for the Arts Institute to reach under-represented student populations.	School of Arts & Letters	In-progress & ongoing	Recent grant allowed for the development of music therapy classes for the community. We hope to continue and build these along with affordable classes and workshops in the performance arts such as the new Acting Academy for middle school age children.
4. Identify and develop internal and external partnerships to promote and expand new learning opportunities for pre-University populations.	Career Development Center Enrollment Management, 21 st Century Specialist	In-progress & ongoing (25%) In-progress & ongoing (25%)	Present and volunteer with community organizations on career-planning topics to expose non-traditional students to IU Southeast. Increase effort through targeted outreach and a follow-up process. Enrollment Management: recruitment efforts, Financial Aid workshops in high schools. Partnering with community volunteer organization to promote service learning opportunities for students.

Action Steps	Unit Responsibility	Status Towards Completion (through Dec. 2018)	Notes and Documented Support
	New Student Programs, Dean of Student Life	In-progress & ongoing (25%)	Hosted fourth annual volunteer fair in September 2018.
	School of Education	In-progress & ongoing	Together We'll Grow Pipeline Program for High School students.
5. Engage youth through Mentoring Center engagement.	Center for Mentoring	Complete for year one	➤ Center for Mentoring
6. Establish a Hispanic Pre-College Resource Center on our campus.	Financial Aid	Complete for year one	Deferred Action for Childhood Arrivals (DACA) workshop on financing college offered to New Albany twice per year.

VI. Implement and Utilize Technology to Advance the Overall Mission of the Institution

Initiative 1: IU Southeast will implement and maintain an appropriate technology infrastructure to provide state of the art access to all our constituents.

Action Steps	Unit Responsibility	Status Towards Completion (through Dec. 2018)	Notes and Documented Support
1. Enhance communication with prospective and current students and participate in the migration from Talisma to Salesforce as a primary representative for regional campuses.	Enrollment Management, New Student Programs University Information Technology Services	Complete for year one Completed (10/17)	Migration completed for New Student Programs; continue to work with Admission and Media Services for AY19 recruits. Completed and reported in the Year One review. (UITs has worked with John Hibbard to migrate the numerous email campaigns into Salesforce to take advantage of the CRM's features.)
2. Provide and maintain flexible learning environments that promote student/instructor interaction and active learning experiences with the appropriate technology to support current and developing teaching methods.	Academic Affairs & Schools Institute for Teaching & Learning Excellence University Information Technology Services	In-progress & ongoing In-progress & ongoing In-progress & ongoing	Adult Learner Assessment Results on Teaching-Learning added. The Institute for Teaching & Learning Excellence works with other units on campus on a Learning Spaces committee devoted to providing and maintaining flexible learning environments. We have successfully renovated several classrooms and are currently moving to renovate HH105 to create a truly active learning classroom. The Learning Spaces Committee has identified 3 more classrooms for active learning updates (a partnership between FO, Institute for Teaching & Learning Excellence, and UITs).
3. Ensure highly trained instructional and technical support personnel to more effectively assist students, faculty, and staff.	Institute for Teaching & Learning Excellence University Information Technology Services	In-progress & ongoing In-progress & ongoing	As Director of the Institute for Teaching & Learning Excellence, I have created a model where brief trainings occur each week, ensuring that all staff are up-to-date on technologies/pedagogies needed to successfully assist faculty. More intensive training is needed but funds have not been available UITs personnel participate in IU-wide communities of practice in order to learn and develop best practices in their respective areas. Additionally, IT Staff attend professional development training programs and sessions with a focus on new technologies.
4. UITs at IU Southeast will continue to provide opportunities for students to have practical, "real world" experience through employment in supporting University information technology systems and end users.	University Information Technology Services	In-progress & ongoing	UITs at Southeast is recognized by the surrounding business community for being a "front-runner" in developing IT skills in students and is regularly asked by business leaders for hiring recommendations. UITs currently employs 21 part-time student workers between the support and web areas, which provides "real world" work experience. Several of our most successful full-time IT employees began as student workers. Currently, 13 of our 20 full-time staff are either working on their degree here or have graduated with a degree from IU Southeast.

Action Steps	Unit Responsibility	Status Towards Completion (through Dec. 2018)	Notes and Documented Support
5. Strategically manage campus computer centers and resources based on regularly analyzed usage data to maximize student access to learning technologies and for social interaction.	University Information Technology Services	In-progress & ongoing	Every computer classroom, lab, and study area PC is equipped with LabStats software. This software allows UITS to study and compile usage data into useful reports. This data is used to “right-size” learning spaces in association with academic needs and in some cases even reduce the number of PCs in a classroom. LabStats data also helps to understand the impact of mobile devices as demand for university-provided computers decreases and the trend for Bring Your Own Device (BYOD) increases.
6. Ensure network infrastructure to support innovation, scholarly and creative productivity, and high impact learning.	University Information Technology Services	In-progress & ongoing	Wireless and network evaluations have been done in planning for life cycle replacements during 19/20 academic year.
7. Provide and maintain contemporary AV and videoconference technology for the Conference Center.	University Information Technology Services	In-progress & ongoing	AV projectors were upgraded in UC-122 and UC-127.
8. Create and maintain redundancy in the technology infrastructure to ensure reliability and continuity of technological functions and operations.	University Information Technology Services	In-progress & ongoing	Network usage and evaluation have been done in planning for life cycle replacements during 19/20 academic year.
9. Develop workplace uses for technology to improve efficiencies and cost effectiveness.	University Information Technology Services	In-progress & ongoing	MachForms and Salesforce software, the Web Team has helped to improve more than 100 business processes across campus this year.
10. Strengthen the relationship between Information Technology and the support of users to improve training, and create efficiencies through the use of available technology and data systems.	Student Success Center	In-progress & ongoing	Periodic Technology Maintenance and Updating.
	University Information Technology Services	In-progress & ongoing	UITS personnel have presented to, and staffed a table at, numerous orientation and open house events. In addition, UITS Support Services presents every year at New Faculty Orientation. Once or twice a year, a Game On! Tabling event is held for the campus community. UITS personnel have also presented to school meetings and to Staff Council and the Faculty Senate. UITS has connected IUS Human Resources with central IT Training for potential joint projects.

VI. Implement and Utilize Technology to Advance the Overall Mission of the Institution

Initiative 2: IU Southeast will deploy and maintain appropriate technology to meet institutional teaching and learning objectives and research and creative activities.

Action Steps	Unit Responsibility	Status Towards Completion (through Dec. 2018)	Notes and Documented Support
1. Increase technical support for Institute for Learning and Teaching Excellence			
2. Increase the quality and availability of courses and programs using relevant current and emerging technologies.	Institute for Teaching & Learning Excellence	In-progress & ongoing	Quality Matters (QM) has allowed us to focus on the quality of courses utilizing technology. Sixteen online courses are currently QM certified and several more are in-process. Through workshops and one-on-one consultations, we focus on ensuring the right technological tools are being utilized to achieve pedagogical goals.
	School of Education	In-progress & ongoing	Technology courses embedded in all programs.
	School of Nursing	In-progress & ongoing	Multiple courses have adopted a hybrid format.
3. Increase the use of an effective online course delivery system and improve quality training for faculty and students to enhance student retention and success in these courses.	General Studies Program	In-progress & ongoing	QM Standards Added; cumulative training (See Appendix SS).
	Institute for Teaching & Learning Excellence	In-progress & ongoing	As can be seen in our annual report, the Institute for Teaching & Learning Excellence provides training in multiple ways (cohorts, one-on-one consultations, workshops) to achieve this goal. Recent policies that are being considered would be extremely helpful in making this a reality across all faculty.
	School of Education, Institute for Teaching & Learning Excellence	In-progress & ongoing	Continue faculty development and course development
4. Discover and develop technology potential to further enhance faculty opportunities to engage in research.	School of Education	In-progress & ongoing	Mosaic Fellows; Mack Fellowship; GTST Grant.
	University Information Technology Services	In-progress & ongoing	IQ-Wall and Media Studios have been planned and will be installed in the upcoming months.
5. Create computer classroom efficiencies through consolidation where appropriate.	School of Education	In-progress & ongoing	L235 is computer room for School of Nursing; all laptops purchased through a grant.
School of Nursing	In-progress & ongoing (2018)		
	In-progress & ongoing (2017)		

Action Steps	Unit Responsibility	Status Towards Completion (through Dec. 2018)	Notes and Documented Support
6. Create collaborative computer centers around campus to maximize student use of technology for study and social interaction.	<p>Housing</p> <p>School of Education</p> <p>University Information Technology Services</p>	<p>Complete for year one</p> <p>Not started as of 12/31/18</p> <p>In-progress & ongoing</p>	<p>Lodge computer labs; Wi-Fi in great rooms; [August 2008].</p> <p>UITS maintains collaborative work tables, fitted with a computer and inputs for Bring Your Own Device (BYOD). Some computers have strategically removed from Student Technology Centers (STC) based on usage to provide added space for collaboration.</p>
7. Develop classrooms that utilize both current teaching and technology trends (i.e., collaboration spaces, interactive whiteboards, etc.).	<p>21st Century Specialist</p> <p>Housing</p> <p>Institute for Teaching & Learning Excellence</p> <p>School of Education</p> <p>University Information Technology Services</p>	<p>Not started as of 12/31/18</p> <p>Not started as of 12/31/18</p> <p>In-progress & ongoing</p> <p>In-progress & ongoing</p> <p>In-progress & ongoing</p>	<p>Added more work stations for student leaders in Campus Life suite. Created space for Office of Violence Against Women (OVW) Grants Project Coordinator and peer educators. Utilize swipe card access to Student Government Association (SGA) Senate Office.</p> <p>All designated study rooms in the lodges had a whiteboard wall painted to offer additional resources when studying. [August 2017].</p> <p>The Institute for Teaching & Learning Excellence, as part of the Learning Spaces committee, has been heavily involved in renovating several classrooms and the current renovation of HH 105.</p> <p>Purchased two interactive whiteboards.</p> <p>The Learning Spaces Committee has identified three more classrooms for active learning updates (a partnership between FO, Institute for Teaching & Learning Excellence, and UITS).</p>
8. Develop appropriate funding mechanism to insure classroom technologies can all be placed on lifecycle replacement schedules.	<p>Housing</p> <p>University Information Technology Services</p>	<p>Complete for year one</p> <p>In-progress & ongoing</p>	<p>Appropriately budgeted funds to replaced lodge computers as per the lifecycle. FY20 budget completed December 2018.</p> <p>UITS uses a combination of centrally-provided classroom life-cycle funds, along with local UITS campus budgets, to replace classroom technology on a schedule. Support Services performs an annual review of all classrooms and maintains a program of annual upgrades.</p>

Action Steps	Unit Responsibility	Status Towards Completion (through Dec. 2018)	Notes and Documented Support
9. Provide and maintain contemporary computer hardware and software applications throughout the campus for students.	Housing School of Education Student Success Center University Information Technology Services	Complete for year one Not started as of 12/31/18 In-progress & ongoing In-progress & ongoing	Appropriately budgeted funds to replaced lodge computers as per the lifecycle. FY20 budget completed December 2018. Starting to upgrade classroom technologies. 75 tutor matches; facilitate athlete-study 7-10 hours a week. All campus computers are replaced on a four-year life cycle, along with academic and business software that is updated periodically throughout the year.
10. Implement and maintain casual, informal learning spaces for the general student population throughout campus.	Housing, Non-Traditional Student Services School of Education University Information Technology Services	Complete for year one Not started as of 12/31/18 In-progress & ongoing	Lodge study rooms, great rooms, and computer labs are open and available for all residents to use 24/7. Ongoing for Adult Student Center space. We will be having a "Meet and Greet for Muslim students" day. UITS continues to work with Facility Operations to upgrade and maintain student lounge spaces.

VI. Implement and Utilize Technology to Advance the Overall Mission of the Institution

Initiative 3: IU Southeast will better utilize technology to more effectively communicate the opportunities, presence, and strategic direction of the campus.

Action Steps	Unit Responsibility	Status Towards Completion (through Dec. 2018)	Notes and Documented Support
<p>1. Create and maintain an informative website that is easy to navigate and meets user expectations.</p>	Athletics	Complete	<p>Recently redesigned and launched our new website. [Completed August 2018].</p> <ul style="list-style-type: none"> ➤ IU Southeast Athletics ➤ IU Southeast Athletics Launched Revamped Website
	Campus Life	Complete	<p>Worked with IT/Media Services to update verbiage on various Student Activities, Greek Life, Volunteer Programs, Adult Student Center, Family Parent Programs and Adult Friendly Programs, Leadership Development and New Student Programs websites.</p>
	Career Development Center	Complete	<p>More than 50 webpages on the Career Development Center site alone have been updated in Summer and Fall to better meet student career research needs.</p>
	General Studies, Student Support Center	In-progress & ongoing	<p>Website Materials for Updates added.</p>
	Marketing & Communications	In-progress & ongoing	<p>In concert with UITs and web team, we are updating website to improve user experience. Implemented Custom Viewbook this year to give prospective students more information that they want, tailored to their needs.</p>
	Office of Institutional Effectiveness	In-progress & ongoing	<ul style="list-style-type: none"> ➤ Office of Institutional Effectiveness
	School of Arts & Letters	In-progress & ongoing (75%)	<p>Continuously correcting and improving the info on our websites.</p>
	School of Education	In-progress & ongoing	<p>Removed inaccuracy; create graduate programs short video</p>
	University Information Technology Services	In-progress & ongoing	<p>UITs web team continues worked closely with the IUS Marketing team to create many new websites for newly-greenlit degrees and programs. The teams have started to redesign the IUS website to a new template in the IU Framework with a priority on Admissions and Student Central. The new framework also helps the campus achieve the accessibility targets set by President McRobbie.</p>

Action Steps	Unit Responsibility	Status Towards Completion (through Dec. 2018)	Notes and Documented Support
<p>2. Embrace and utilize current trends in social media to reach students, parents, faculty, and other constituents.</p>	Athletics	In-progress & ongoing	<ul style="list-style-type: none"> ➤ IU Southeast Athletics Twitter Webpage ➤ IU Southeast Athletics Facebook Webpage ➤ IU Southeast Athletics Instagram Webpage
	Campus Life	In-progress & ongoing	Updated Instagram, Facebook and Twitter accounts for New Student Programs; Facebook pages for Campus Activities, Volunteer Programs, Sorority Life, Family Parent Programs, Non-traditional Student Union, Adult Student Center, and the Planet.
	Common Experience, International Programs	In-progress & ongoing	Constituent outreach via Facebook.
	Housing	In-progress & ongoing	Departmental Facebook and Twitter used for programming reminders and announcements. Introduced Resident Assistants and opening lodge themes on Facebook prior to move-in [August 2017].
	Marketing & Communications	In-progress & ongoing	Completed execution of comprehensive multi-media marketing plan for FY18 in the amount of \$287,000. Planned and currently executing FY19 budget of \$300,000. Currently 75 percent of our marketing budget is utilized in digital media.
	School of Arts & Letters	In-progress & ongoing (75%)	Continuously expanding our reach into social media.
	School of Education	In-progress & ongoing	Reinstated Facebook account.
<p>3. Use technology, such as keyless entry devices and enhanced IU Notify strategies, to promote safety and security for the campus community.</p>	University Information Technology Services	In-progress & ongoing	UITs supports this University Police initiative by advising IUPD in new technology trends and services.
	School of Social Sciences	Complete	Added twitter to social sciences accounts; continue Facebook.

Action Steps	Unit Responsibility	Status Towards Completion (through Dec. 2018)	Notes and Documented Support
4. Provide paperless solutions to process student, administrative, and community requests or requirements.	Accounting & Office of the Bursar	In-progress & ongoing (50%)	Continuous: <ol style="list-style-type: none"> 1. Developed an online fee appeal database. ➤ IU Southeast Fee Policy Appeal 2. Partnered with various groups on campus to develop an online student travel request form for travel funds. ➤ Student Travel Funds Application 3. Partnered with campus life and conference and catering to create an online approval form and process for student group events. ➤ Student Event / Fundraiser Approval Form 4. Bursar added a new online payment plan option for students through a partnership with Nelnet. The plan allows for auto-deduct payments, streamlining the payment process for students and third-parties [August 2018] 5. Accounting updated the hospitality process to reduce the number of forms and approvals needed while maintaining compliance with university policy. 6. Created an online process for students to purchase meal plans. [August 2018] ➤ Meal Plan
	Campus Life	In-progress & ongoing (75%)	Student Activities is working to provide more paperless solutions to process requests such as volunteer hours login, funding requests, and waivers; more online forms are being added to Grenadier Central to cut back on the use of paper. Personal email, business phone, and social media accounts are also utilized.
	Career Development Center	In-progress & ongoing (75%)	Internship website to be updated with new workflow, increased access points to job board, online appointment scheduler and resume review button.
	Housing	In-progress & ongoing (75%)	Moved housing applications, RA applications, winter break registration, checkout registration, housing handbook, and electronic work order submission to online MachForms [August 2018].
	School of Education	Not started as of 12/31/18	Old paper Natural Sciences records are being digitized.
	School of Natural Sciences	In-progress & ongoing	