



The Pathway to Success



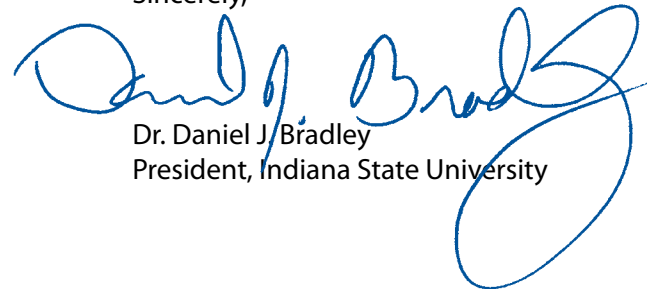
Message from the President

The Pathway to Success is a strategic plan that defines Indiana State University's goals for the next five years along with the benchmark indicators that will be used to measure our progress. The result of more than ten months of collaboration among several hundred faculty, staff, students, alumni, and community leaders, this plan will help guide us as we work together to carry out our mission and ultimately achieve our vision.

I would like to thank everyone who has contributed to the development of this University plan. The efforts of the past year will have a significant impact on our students and their learning experiences; the quality of life for our faculty and staff; and the economic vitality and attractiveness of our campus and downtown community.

While our goals will remain fairly constant, the strategies and initiatives utilized to reach those goals will likely evolve as we proceed down ***The Pathway to Success***. The benchmark indicators and up-to-date plan details are available by going to: www.indstate.edu/strategic_plan.

Sincerely,

A handwritten signature in blue ink that reads "Daniel J. Bradley". The signature is fluid and cursive, with a large loop at the end.

Dr. Daniel J. Bradley
President, Indiana State University



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Mission Statement

Indiana State University combines a tradition of strong undergraduate and graduate education with a focus on community and public service. We integrate teaching, research, and creative activity in an engaging, challenging, and supportive learning environment to prepare productive citizens for Indiana and the world.

Vision Statement

Inspired by a shared commitment to improving our communities, Indiana State University will be known nationally for academic, cultural, and research opportunities designed to ensure the success of its people and their work.





Values

I ndiana S tate T R E E S

Integrity

We demonstrate integrity through honesty, civility, and fairness.

Scholarship

We value high standards for learning, teaching, and inquiry.

Transforming

We foster personal growth within an environment in which every individual matters.

Responsibility

We uphold the responsibility of university citizenship.

Education

We provide a well-rounded education that integrates professional preparation and study in the arts and sciences with co-curricular involvement.

Embrace Diversity

We embrace the diversity of individuals, ideas, and expressions.

Stewardship

We exercise stewardship of our global community.



Goal One



Increase Enrollment and Student Success

Increase the number of students taking advantage of the educational opportunities at Indiana State University, and assist all those attending to realize their educational goals.



“One of our primary goals at ISU is to help each and every student be successful. These initiatives focus on the academic and social success of students from entry to the institution through their graduation.”

—**Jennifer Boothby**
Associate Vice President
for Student Success



Initiatives

There are nine initiatives for achieving the objectives and, collectively, realizing Goal One.

1. Develop a first-year student residential village
2. Further develop cooperative programs with Ivy Tech to provide multiple points of entry to Indiana State University
3. Create a unified undergraduate student success program
4. Create Sycamore Express one-stop centers
5. Develop programs for the parents and families of students
6. Increase early outreach to students in region
7. Achieve greater impact on student success through residential life
8. Enhance graduate education at ISU
9. Enhance the gathering and use of information to advance ISU's strategic priorities

Benchmark Indicators

By the year 2014, ISU will:

- increase headcount enrollment to 12,000 students;
- increase first-year retention to 74 percent, with the long-range goal being 80 percent;
- increase four-year graduation rate to 26 percent, with the long-range goal being 30 percent;
- increase six-year graduation rate to 46 percent, with the long-range goal being 55 percent;
- increase transfer student headcount enrollment by 48 percent;
- double transfer student headcount enrollment from Ivy Tech;
- increase transfer student six-year graduation rate to 51 percent;
- increase first-year retention rate for transfer students to 74 percent; and
- narrow the difference between the retention and graduation rates of all students and Pell Grant eligible, African American, and 21st Century Scholar students by a minimum of 50 percent with the long-range goal being to equalize these rates.

Implementation Chairs

Jennifer Boothby, Associate Vice President for Student Success (Chair),
jboothby@indstate.edu

John E. Beacon, Vice President for Enrollment Management, Marketing, and
Communications (Co-Chair), john.beacon@indstate.edu

D. Thomas Ramey, Vice President for Student Affairs (Co-Chair),
thomas.ramey@indstate.edu

For more information about Goal One, visit www.indstate.edu/strategic_plan/goal_one

The Student Academic Services Center enhances the academic performance of ISU students by providing tutoring, academic advising, mentoring, and disability assistance.



Goal Two



Advance Experiential Learning

Advance experiential learning so that all ISU students have a significant experiential learning experience within their major.

I have always been interested in the field of entertainment, and my internship at Universal Motown helped me to get my foot in the door. I was able to receive hands-on training by assisting the publicists and artists of the record label. My internship allowed me to build relationships with some of the biggest names in music as well as to experience the fast-paced life of the entertainment industry.

**—Kendra Thomas
Communication major,
College of Arts and Sciences**



ISU's commitment to integrating experiential learning throughout the student experience, both in and out of the classroom, is helping to ensure that our graduates have the knowledge and skills to immediately contribute to society as competent professionals and engaged citizens.

—**Nancy Brattain Rogers**
Associate Vice President for
Experiential Learning and
Community Engagement



Initiatives

There are three initiatives for achieving the objectives and, collectively, realizing Goal Two.

1. Infuse experiential learning as a core component in all academic programs
2. Apply the science of learning to the learning of science
3. Coordinate and elevate leadership studies

Benchmark Indicators

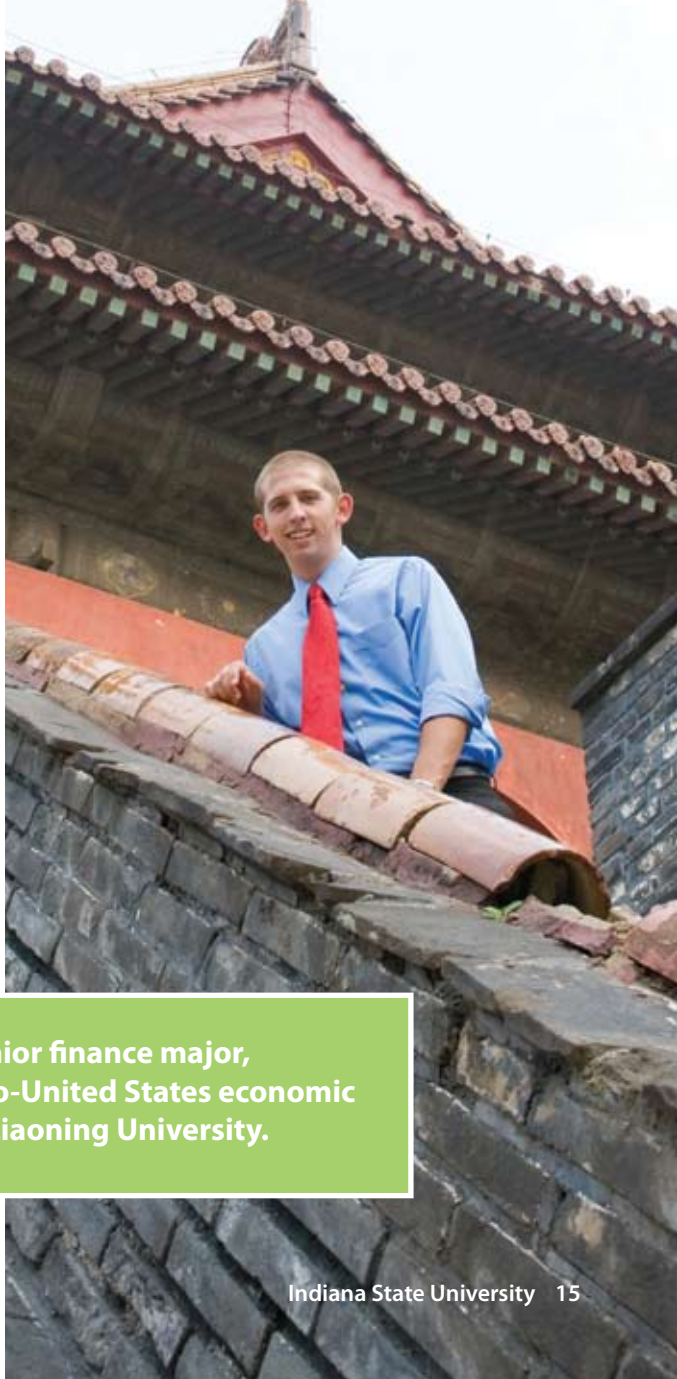
The measurable benchmark indicators for this goal and its supporting initiatives include:

- by 2014, increase the percentage of students who participate in internships, practicums, and field experiences before graduation to 100 percent;
- by 2014, increase the percentage of degree programs with a required significant experiential learning component to 100 percent;
- increase the participation in experiential learning each year, until 100 percent of ISU students engage in at least one significant field experience within their major before graduation; and
- by 2014, more than double the percentage of students who participate in international (non-credit and for-credit) experiences before graduation.

Implementation Chair

Nancy Brattain Rogers, Associate Vice President for Experiential Learning and Community Engagement, nancy.rogers@indstate.edu

For more information about Goal Two, visit www.indstate.edu/strategic_plan/goal_two

A young man with short blonde hair, wearing a light blue button-down shirt and a red tie, is sitting on a stone wall. He is smiling and looking towards the camera. Behind him is a traditional Chinese building with a dark tiled roof and red walls. The scene is outdoors during the day.

Andrew Schroeder, a senior finance major, represented ISU at a Sino-United States economic relations conference at Liaoning University.

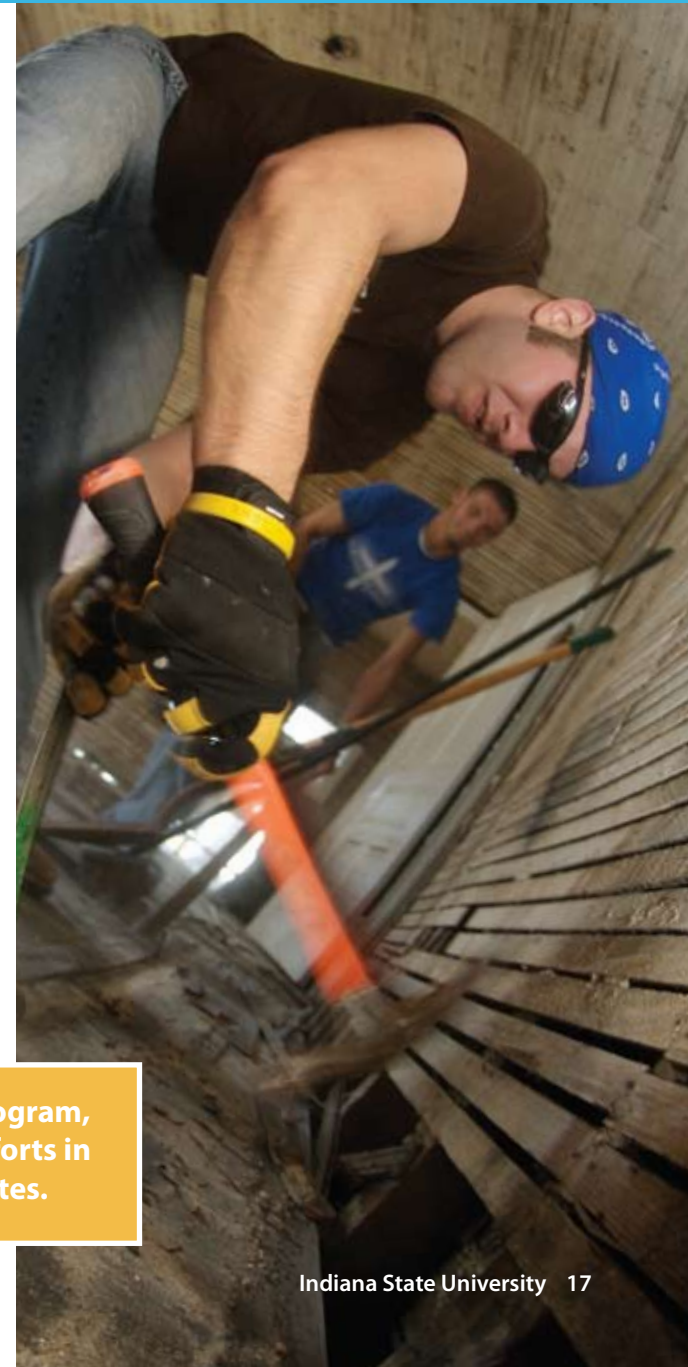
Goal Three



Enhance Community Engagement

Foster the engagement of students, faculty, and staff in the life of our communities and in pursuits improving their economic and social well-being.

As part of the Alternative Spring Break Program, ISU students worked on reconstruction efforts in hurricane-ravaged areas of the United States.



Indiana State University is a significant contributor to Terre Haute's economic well-being! ISU excels as a valuable collaborator and partner in the efforts to move our community forward.

—**Rod Henry**
President, Terre Haute
Chamber of Commerce



Initiatives


There are three initiatives for achieving the objectives and, collectively, realizing Goal Three.

1. Create a coordinated community engagement program
2. Expand distance education offerings to meet the needs of students and to support economic development
3. Enhance the visibility of ISU in Indianapolis

Benchmark Indicators

The benchmark indicators for this goal and its supporting initiatives include:

- increase student participation in outreach activities each year, until, by fall 2014, 100 percent of ISU students have at least one community engagement experience before graduation;
- increase number of leadership positions faculty and staff have in community, social, and economic development groups;
- increase amount of direct and indirect financial support provided by the University to community, social, cultural, and economic development groups;
- increase number of businesses served by ISU (e.g., Small Business Development Center, Innovation Alliance); and
- increase number of jobs created by the businesses in the incubator to 300 by 2014.

A photograph of Marion Schafer, a man with glasses and a beard, wearing a light blue shirt and a patterned tie. He is standing in a workshop or laboratory, looking down at a large piece of cardboard he is holding. In the background, another person is visible, and there are various pieces of equipment and materials on the floor.

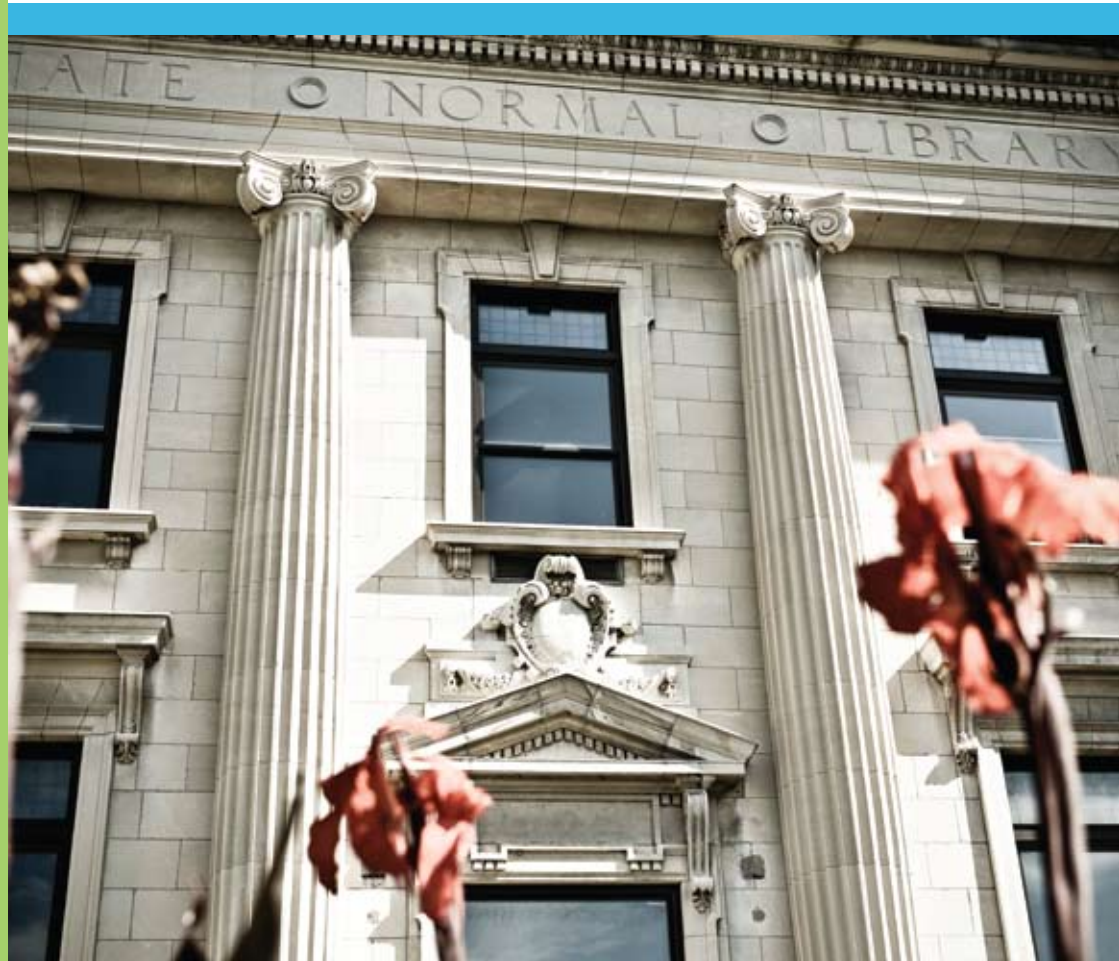
Marion Schafer, associate professor of packaging and director of the Indiana Packaging Research and Development Center at ISU, coordinates the University's service efforts which assess the environmental impact of packages and identify how proper packaging can prevent accidents and damage.

Implementation Chair

Nancy Brattain Rogers, Associate Vice President for Experiential Learning and Community Engagement, nancy.rogers@indstate.edu

For more information about Goal Three, visit www.indstate.edu/strategic_plan/goal_three

Goal Four



Strengthen and Leverage Programs of Distinction and Promise

Strengthen and leverage the academic programs that have been designated as programs of distinction or promise, to bring greater prominence to them and to the University as a whole.



Kristin Monts, a 2009 graduate of the College of Arts and Sciences, completed her student teaching at a Navajo school in Many Farms, Arizona.

Our success in developing top graduates to enter the insurance, risk management, and financial services fields depends heavily on our close association with organizations that provide scholarship, internships, and full-time employment for our students. The investments made by ISU in the Gongaware Center and the Financial Services Program allow us to seek partners throughout the financial services industry to join us in the professional growth of our students.

—**Terrie E. Troxel**
Executive Director, The Gongaware
Center; Professor, Insurance and
Risk Management



Initiatives

There are two initiatives for achieving the objectives and, collectively, realizing Goal Four.

1. Strengthening Programs of Distinction and Promise
2. Create a Center for Rural Life

Benchmark Indicators

By the year 2010, ISU will:

- define the methodology and criteria for evaluating the effectiveness of programs of national and regional distinction or promise;
- define an ongoing system to enable new programs of distinction to be identified and supported; and
- develop strategic plans for programs currently identified as programs of strength and promise.

By the year 2014, ISU will:

- increase resources provided to programs of strength and promise;
- complete an evaluation of all programs of strength and promise based upon the criteria and methodology established by 2010; and
- document that 75 percent of programs of strength and promise will be meeting or exceeding expectations defined by the criteria and methodology established by 2010.

Implementation Chair

C. Jack Maynard, Provost and Vice President for Academic Affairs,
jack.maynard@indstate.edu

For more information about Goal Four, visit www.indstate.edu/strategic_plan/goal_four



University Hall, formerly the Laboratory School, opened in 2009 as the new home of the College of Education.

Goal Five



Diversify Revenue: Philanthropy, Contracts, and Grants

Expand and diversify revenue sources to enhance the University's ability to fulfill its teaching, research, and service mission.

"The National Institutes of Health grant I received with Elaina Tuttle will allow us to expand our research of white throated sparrows into the new field of genomics and study connections between chromosomal rearrangements and diseases which could have a direct impact on human health. The work of this grant will have a positive impact on not only our research, but it will also inform our teaching and our service to the field."

**—Rusty Gonser
Associate Professor of Biology**



Indiana State plays an important role in educating the citizens of Indiana, and we are pleased to be able to make an investment in our alma mater as part of MARCH ON! The Campaign for Indiana State University. This campaign will help ISU achieve its goal of diversifying revenues to support the advancement of its strategic initiatives.

—Mike Alley
Co-Chair of the National Campaign
Committee and Vice President
of the Board of Trustees



Amy and Mike Alley

Initiatives

There are two initiatives for achieving the objectives and, collectively, realizing Goal Five.

1. Enhance contract and grant activity
2. Strengthen the engagement of alumni in the life of the University

Benchmark Indicators

By the year 2012, ISU will have met or exceeded the goals of MARCH ON! The Campaign for Indiana State University.

By the year 2014, ISU will:

- increase gross revenue from grants and contracts by 50 percent, adjusted for inflation;
- increase indirect cost recovery from grants and contracts by 50 percent;
- increase gross tuition and fee revenue by 34 percent by increasing enrollment and limiting increases in tuition to the Consumer Price Index (CPI) indexes;
- increase revenue transferred to the University from the Indiana State University Foundation by 50 percent, adjusted for inflation;
- increase non-institutional revenue generated for athletics to the average amount raised by Missouri Valley Conference teams;
- increase the number of donors who annually give to the ISU Foundation by 32 percent; and
- double the number of alumni who participate in alumni related events.

Implementation Chairs

Edward Kinley, Chief Information Officer and Associate Vice President for Academic Affairs (Chair), ed.kinley@indstate.edu

Gene C. Crume, President, Indiana State University Foundation (Co-Chair), gcrume@indstatefoundation.org

For more information about Goal Five, visit www.indstate.edu/strategic_plan/goal_five



Young alumni support Sycamore athletics as well as many of the other programs of the University.

Goal Six



Recruit and Retain Great Faculty and Staff

Take measures to enhance the University's ability to recruit and retain great faculty and staff in order to realize its goals and fulfill its mission.

"The staff of ISU appreciates being recognized for our contributions as well as the University's heartfelt interest in addressing compensation and benefits concerns for all of our employees."

**—Roxanne Torrence
Chair, Support Staff Council; Administrative Assistant,
Organizational Department, College of Business**



What I like about Indiana State University is that diversity is a way of life and a form of excellence that's embraced by everyone.

The Council on Diversity works to ensure that we are cultivating a climate where everyone on campus, even our newest members, feel welcomed and a part of our community.

—**Carmen Tillery**
Dean of Students and
Chair of the Council on Diversity



Initiatives

There are four initiatives for achieving the objectives and, collectively, realizing Goal Six.

1. Enhance the quality of life for faculty and staff
2. Enhance the development of faculty
3. Enhance the development of staff
4. Expand the diversity found in the composition of the faculty and staff at Indiana State University

Benchmark Indicators


By the year 2014, ISU will:

- make progress in hiring African American faculty, so that the gap between this group and the percentage of African Americans in our student body is narrowed by 50 percent;
- make progress in recruiting more minorities and women in executive and professional staff positions, so that the gap in composition of these employee groups and the diversity of our student body is narrowed by 50 percent;
- increase the number of newly hired faculty achieving tenure to 80 percent;
- increase the six-year retention rate for staff to 60 percent;
- increase the compensation for our faculty and staff to the average of our statistical peer group; and
- complete the salary equity study for staff and begin implementation.

Implementation Chair

Daniel J. Bradley, President, dan.bradley@indstate.edu

For more information about Goal Six, visit www.indstate.edu/strategic_plan/goal_six



The 109,450 square foot Student Recreation Center opened in July 2009, and is used daily by the University's students, faculty, and staff.



The University values its community partners as we work together to revitalize downtown Terre Haute and the neighborhoods surrounding campus. These efforts will enhance the campus environment for students and create opportunities for economic development throughout the community.

—Diann E. McKee

Vice President for Business Affairs and Finance and Treasurer of the University

Partnering for Success

In addition to meeting the benchmarked indicators outlined by the six goals in **The Pathway to Success**, Indiana State University is also committed to developing partnerships to advance the University and the community. In developing these partnerships, the University has six initiatives.

1. Energize downtown to create a great college town
2. Realize the full potential of the Rural Health Innovation Collaborative
3. Develop the neighborhoods around ISU
4. Develop a professional development and conference center and an alumni center
5. Create a gateway to ISU and a bridge to the Riverscape
6. Improve student housing to meet expectations and needs of today's students

Implementation Chair

Diann E. McKee, Vice President for Business Affairs and Finance and Treasurer of the University, diann.mckee@indstate.edu

For more information about **The Pathway to Success**, visit www.indstate.edu/strategic_plan.

Indiana State University covers 235 acres adjacent to downtown Terre Haute, Indiana.



Strategic Planning Advisory Committee

While hundreds of campus and community members participated in the discussions leading to the development of this plan, we offer special thanks to the members of the Strategic Planning Advisory Committee.

Daniel J. Bradley

President

John E. Beacon

Vice President for Enrollment Management, Marketing, and Communications

Michael R. Chambers

Chairperson and Associate Professor, Political Science

John Conant

Chairperson and Professor, Economics; Director of Center for Economic Education

Teresa D. Exline

Executive Assistant to the President for Internal Relations (University Liaison for Strategic Planning)

Linda Ferguson

Assistant Director for Reporting and Data Management, Office of Strategic Planning, Institutional Research and Effectiveness

Candace J. Harper

Coordinator of Foundation Planning, ISU Foundation

Louise R. Jackson

Payroll Manager

Angela Lansing

Senior Women's Administrator and Assistant Director of Athletics for Business Operations

C. Jack Maynard

Provost and Vice President for Academic Affairs

Susan M. Powers

Associate Dean and Professor of Curriculum, Instruction, and Media Technology, College of Education; Co-Coordinator, NCA Accreditation Process

D. Thomas Ramey

Vice President for Student Affairs

Nancy Brattain Rogers

Associate Vice President for Experiential Learning and Community Engagement; Co-Coordinator, NCA Accreditation Process

Kevin Runion

Associate Vice President for Facilities Management

Joseph C. Sanders

Program Coordinator, Analytical Department, and Professor of Accounting, College of Business

Michael Scott

President, Student Government Association

Virgil Sheets

Chairperson and Professor of Psychology; Immediate Past Chair, Faculty Senate

Pavel Terpelets

President, Graduate Student Association

Carmen Tillery

Dean of Students; Chair, Council on Diversity

Roxanne Torrence

Chair, Support Staff Council; Administrative Assistant, Organizational Department, College of Business

Richard Williams

Dean, College of Nursing, Health, and Human Services

Craig Williams

Alumni Board Representative





Indiana State
University

— *More. From day one.*