



# *The Pathway to Success*



## **Strategic Plan Update Board of Trustees**

**February 19, 2015  
President Daniel J. Bradley**

# The Pathway to Success Goals

- Goal 1: Increase Enrollment and Student Success
- Goal 2: Advance Experiential Learning
- Goal 3: Enhance Community Engagement
- Goal 4: Strengthen and Leverage Programs of Distinction and Promise
- Goal 5: Diversify Revenue – Philanthropy, Contracts and Grants
- Goal 6: Recruit and Retain Great Faculty and Staff
- Others: Partnering for Success  
Trustees Dashboard  
ICHE Dashboard

# Goal 1: Increase enrollment and student success

	PREV 3YR AVG	2009	2010	2011	2012	2013	2014	GOAL 2014	GOAL 2017
Total student headcount	10,523	10,534	11,494	11,528	12,114	12,448	13,183	12,700	14,000
Total FY degree production	2,153	2,171	2,073	2,175	2,110	2,175	2,185	2,230	2,437
Total new freshmen headcount	1,692	1,801	2,566	2,512	2,658	2,654	2,735	2,750	3,000
Total degrees per 100 FTEs	24.1	24.6	21.4	22.3	20.5	20.2	19.4	19.8	19.9
First-year retention rate	66.4%	63.9%	63.9%	58.1%	60.6%	63.5%	64.5%	65.0%	68.0%
Four-year graduation rate	20.1%	20.5%	21.6%	22.2%	19.6%	21.8%	19.3%	25.0%	30.0%
Six-year graduation rate	42.6%	40.4%	43.5%	41.9%	42.5%	41.8%	39.5%	46.0%	50.0%

# Goal 2: Advance experiential learning

	PREV 3YR AVG	2009	2010	2011	2012	2013	2014	GOAL 2014	GOAL 2017
Number of internships for the fiscal year				2710	3469	3676	4,049	3700	4000
Number of Juniors & Seniors “engaged” with the Career Center					134	115	241	500	1200
Number of students involved in Undergraduate Research						539	1,029	550	700
% of Seniors responding to the Post-Graduation Career Center Survey						50%	56%	60%	75%
Seniors that have had an experiential learning component	840	1,089	966	995	1,095	1,978	4,217	100%	100%
Degree programs with a required significant experiential learning component	---	---	52%	68%	100%	100%	100%	100%	100%
Percentage of graduates who participate in experiential learning within their major	---	75%	76%	77%	80%	90%	100%	100%	100%

# Goal 3: Enhance community engagement

	PREV 3YR AVG	2009	2010	2011	2012	2013	2014	GOAL 2014	GOAL 2017
Overall rank in <i>Washington Monthly</i> National University Ranking			138	78	54	25	30	Top 10%	Top 10%
Community Service Rank in <i>Washington Monthly</i> National University Ranking			105	21	8	3	3	Top 5%	Top 5%
U.S. President Higher Education Community Service Honor Roll	Yes	Yes	Yes	Yes	Yes w/D	Yes w/D	Yes w/D	Yes w/D	Yes w/D
Ryves Neighborhood – Strategic Plan							Assessment	Assessment	Implement
Ryves Neighborhood –Initiatives Developed							1	1	4
Ryves- Tutor/Mentoring Franklin Elementary							15		50
% of Federal Work Study money used for Community Service		13%	15%	12%	11%	33%	52%	33%	60%
Yearly student participation rate in Community Engagement activities	5,400	6,210	6,831	6,145	7,651	10,686	9,676	11,000	12,879
Leadership/Volunteer positions that faculty and staff have in community, social, and econ. development groups				31.9%				40.0%	40.0%
United Way support				\$63,280	\$67,473	\$78,091	\$63,000	\$80,000	\$85,000
Jobs created in conjunction with the local SBDC			57	70	75	80	88	85	100

# Goal 4: Strengthen and leverage programs of distinction and promise

	PREV 3YR AVG	2009	2010	2011	2012	2013	2014	GOAL 2014	GOAL 2017
Enrollment in new certificate/degree programs or professional development courses					40	41	322	140	500
Number of external organizations served				18	127	113	353	200	500
Number of external persons served				128	2,361	4,050	17,060	4,000	25,000
External grants and contracts awarded (\$'s)					\$34,000	\$75,102	\$92,247		\$500,000
Fees from services					\$54,966	\$115,930	\$158,605	\$175,000	\$300,000

# Goal 4: Unbounded Possibilities Programs

- Community School for the Arts
- Institute for Community Sustainability
- Center for Global Engagement
- The Center for Genomic Advocacy
- Center for Health, Wellness and Life Enrichment: Interprofessional Practice and Education
- Rural-Urban Entrepreneurship Development Institute
- Center for Unmanned Systems and Human Capital Development
- Networks Financial Institute

# Goal 5: Diversify revenue – philanthropy, contracts and grants

	PREV 3YR AVG	2009	2010	2011	2012	2013	2014	GOAL 2014	GOAL 2017
Grants & contracts awarded*	\$14 m	\$8.5 m	\$13.7 m	\$10.2 m	\$5.8 m	\$9.0 m	\$8.2 m	\$10 m	\$15 m
Total net tuition and fees growth adjusted for tuition increases		-\$111,534	\$247,246	\$8.8 m	\$1.9 m	\$3.3 m	\$6.8 m		\$7.7 m
Foundation funds expended on behalf of ISU	\$9.4 m	\$8.2 m	\$10.5 m	\$13.8 m	\$6.8 m	\$5.1 m	\$4.9 m	\$5.5 m	\$6.1 m
Total # of donors to ISU Foundation	9,678	8,503	8,187	8,339	7,478	8,454	7,114	7,500	8,235

\*Total amount received by Office of Sponsored Programs



# Goal 6: Recruit and retain great faculty and staff

	PREV 3YR AVG	2009	2010	2011	2012	2013	2014	GOAL 2014	GOAL 2017
% of insured employees participating in health screenings						90%	88%	92%	100%
% of insured employees tobacco free or participating in tobacco cessation program						92%	85%	92%	100%
# of African-American and Hispanic full-time faculty	21	21	23	32	30	33	36	35	45
% of female full professors to total full professors	26%	25%	24%	26%	32%	32%	33%	32%	34%
% of faculty making 90% or more of target salaries	---	60%	87%	100%	100%	100%	100%	100%	100%
New faculty hires obtaining tenure in 7 years	56%	60%	70%	51%	49%	68%	27%	65%	65%
6-year retention rate for EAP and support staff, combined	33%	42%	33%	46%	43%	33%	35%	60%	75%

# Partnering for Success

	PREV 3YR AVG	2009	2010	2011	2012	2013	2014	GOAL 2014	GOAL 2017
Students engaged in downtown organizations and activities			4	10	25	32	65	50	100
Downtown events supported by the University			5	10	15	10	13	20	35
New "college focused" merchants locating downtown				5	7	10	18	15	25
Student usage of the RHIC simulation center			760	980	1,249	1,482	2,231	1,377	1,565
Number of partners within the RHIC			7	11	11	10	12	13	14

# Budget Process for Current Strategic Initiatives

## **Main Streaming**

- 11 initiatives are being incorporated into baseline account funding in various areas (about \$540,000 annually).
- UP (CSA, CGE, RUEDI) Significant portions of these budgets will be moved to base.

## **Discontinue, combine or reinvigorate initiatives**

- Discontinued 3 initiatives, amounting to \$620,000 annually.
- Combined 4 initiatives into other initiatives (Co-Curricular, Climate Action, Student Success, Diversity)
- Retired 4 initiatives that have achieved their objectives (Res-Life, Unified Undergraduate Success, Early Outreach to Region, Visibility of ISU in Region)

# Getting Started with the Department Plans!

**2014-15** -- \$500,000 allocated to department plan implementation

- \$250,000 -- Course Redesign and Transformation Academy, a two-year project to significantly improve the success rate in “gateway” courses without increasing and, hopefully, decreasing cost.
- \$250,000 – Department-specific activities

**Results:** Provost Maynard and I will be meeting with each Dean and their Chairs (A&S will be divided into 3 or 4 groups) to discuss plans and results. A report will be made to the Trustees at the June meeting.

# Timeline for Course Transformation

DATE	TASK
<b>December 10, 2014</b>	Phone conference with Carolyn Jarmon
<b>January 12-23, 2015</b>	Team meeting with chairperson & Jennifer Schriver
<b>February 2, 2015</b>	1-page proposal for course redesign that includes description of the course redesign model that will be used
<b>February 5 &amp; 6, 2015</b>	Carolyn Jarmon campus visit, Team meetings with Jarmon on 2/6
<b>March 2-13, 2015</b>	Team meeting with Jennifer Schriver
<b>April 12-14, 2015</b>	Annual Gateway Course Experience Conference; Charlotte, NC
<b>April 20-30, 2015</b>	Team meeting with Jennifer Schriver
<b>June 8-19, 2015</b>	Team meeting with Jennifer Schriver
<b>July 1, 2015</b>	Written Redesign Plan
<b>Fall, 2015</b>	Pilot of redesigned course (not all sections)
<b>September 21-30, 2015</b>	Team meeting with Jennifer Schriver
<b>December, 2015</b>	Analysis of course pilot outcomes
<b>Spring, 2016</b>	Full deployment of redesigned course (all sections)

# Course Transformation Academy

## Courses/Departments initially involved in the Course Transformation initiative:

- Department of Math and Computer Science (MATH 102 and MATH 115)
- Department of Communication Disorders and Counseling, School, and Educational Psychology (ESPY 302)
- Department of History (HIST 113)
- Department of Kinesiology, Recreation, and Sport (PE 101)

# Managing the Department Plans

## Process for Academic Department Success Plans

- Plan template – Plans are in standard format, updated annually.
- Report out by Deans
  1. Covers larger funded college initiatives and department plan highlights
  2. Occurs annually, May 15 this year.
- Progress Report
  1. Templates provided
  2. Report due one week prior to report out
- Events held
  1. Department Chair collaboration sessions (2 in November)
  2. Student Success Speed Dating (January 23)
  3. Blue Reports (new data warehouse portal) provides supplementary information on Success plans
  4. <http://irt2.indstate.edu/cms/ir/blue-reports/>

# Department Initiative Funding

## \$250,000 for FY2015

- Colleges received funding proportional to their sizes, namely:

CAS	\$ 121,296	NHHS	\$ 51,688
SCOB	\$ 21,365	COT	\$ 27,567
BCOE	\$ 28,084		
- Colleges set their own internal process for review of proposals and had the option of supporting departmental, cross-departmental, college-wide projects, or a mix of these.
- **Number of projects funded:**
  - CAS: 14 department, 1 college-wide
  - SCOB: 1 cross-departmental
  - BCOE: 1 cross-departmental
  - NHHS: 1 college-wide, 1 cross-departmental
  - COT: 1 departmental, 1 cross-college



# Examples of funded department-specific projects

- **Expansion of CAS Physics Help Center to include Biology and Chemistry**
- **CAS consultant and self-examination of CAS Advising**
- **SCOB Meis Center Student Success Accountability**
  1. Funds will support temp position to coordinate Student Success
  2. Accountability provides data on:
    - a) Monthly reports that includes attendance for each student and sessions they attended per course for each faculty member.
    - b) Workshops and Sessions mapped to SCOB learning goals
    - c) Workshops and Sessions inventoried and mapped to goals through Banner
    - d) Workshop attendance inventoried for students using co-curricular record.
    - e) Development of sophisticated reporting through Argos to provide assessment data and to track data longitudinally.

# Examples of funded department-specific projects

- **BCOE Diversity, Inclusion and Global Engagement Initiative**
  - a) Conference
  - b) Brown Bag seminars
  - c) Meeting with student leaders, student advisory board
  - d) Course development workshops
  - e) Assessment
  - f) Speakers
- **NHHS Passport Blue: The Pathway to Academic Success and Personal Wellness Living Learning Community**
  - a) Personal Development Workshops
  - b) Tutors
  - c) Dine with a Prof
- **COT Student Success Supporters Program**
  - a) Group of faculty members focusing on student success issues such as MySam for transfer students, advising, and degree completion paths.

# Board of Trustees Priorities

BUDGET MANAGEMENT	PREV							GOAL	GOAL
	3YR AVG	FY09	FY10	FY11	FY12	FY13	FY 14	FY14	FY17
Ratio FTE Student per FTE Faculty	15.4	15.8	16.3	17.9	18.5	18.7	20.4	19.5	21.3
Ratio FTE Student per FTE Other Personnel	7.7	7.7	9.7	10.0	10.4	10.6	11.3	11.0	12.5
Annualized Hoosier FTE (Previous Year)	7,937	7,583	7,659	8,319	8,108	8,483	8,749	9,280	10,000
Net Operating Revenue Ratio	7%	5%	1%	9%	10%	5%	7%	10%	10%
Composite Financial Indicator Score	3.9	3.0	2.9	3.4	4.3	3.9	4.6	5.5	5.5

# Board of Trustees Priorities

BUDGET MANAGEMENT HOUSING AND DINING	PREV							GOAL	GOAL
	3YR AVG	FY09	FY10	FY11	FY12	FY13	FY14	FY14	FY17
Increase in Net Assets	\$2.4 m	\$3.6 m	\$4.1 m	\$3.2 m	\$7.5 m	\$8 m	\$5.2 m	\$3.5 m	\$5 m
Net Operating Revenue Ratio	12%	16%	16%	12%	24%	24%	15%	7%	7%
Primary Reserve Ratio	2.43	2.94	2.99	2.88	3.38	3.25	3.24	1.25	1.25
Return on Net Asset Ratio	0.58	0.77	0.80	0.58	1.29	1.22	0.72	1.00	1.00
Viability Ratio	1.49	2.64	1.39	0.93	1.17	0.58	0.46	0.50	0.40
Composite Financial Indicator Score WT	5.51	7.35	6.17	5.39	6.84	6.05	5.41	4.5	5.3

# Board of Trustees Priorities

BUDGET MANAGEMENT ATHLETICS	PREV 3YR AVG							GOAL	GOAL
		FY09	FY10	FY11	FY12	FY13	FY14	FY14	FY17
% Women Athletes	50.3%	52.6%	48.0%	51.6%	52.5%	49.0%	50.6%	<i>Match Cohort</i>	<i>Match Cohort</i>
% Women in Cohort for Title IX Purposes	--	52.0%	51.6%	49.7%	51.5%	52.7%	53.3%	51.0%	51.0%
% of Operating Budget from Non-ISU Sources	28.0%	28.0%	28.1%	30.7%	25.4%	27.9%	27.6%	35.0%	38.0%
Women's Equivalency (%)		44.2%	43.0%	43.5%	41.8%	43.7%	40.3%		<i>Match Cohort</i>
Women's Scholarships \$ (%)		45.1%	42.0%	41.8%	39.9%	40.9%	40.5%		<i>Match Cohort</i>

# ICHE Performance-Based Funding

## ICHE Priorities

Degree Completion	PREV 3YR							GOAL	GOAL
	AVG	FY09	FY10	FY11	FY12	FY13	FY14	FY14	FY17
1. Overall									
Bachelors	1232	1249	1085	1058	1116	1173	1217	1,250	1,436
Masters	254	246	241	246	252	266	277	280	300
Doctoral	35	33	37	34	34	23	33	38	43
TOTAL	1520	1528	1363	1338	1402	1462	1527	1,568	1,779
2. At-Risk Student Degrees									
	269	293	341	398	436	459	444	400	450
<b>Productivity Metrics</b>									
1. On-Time Degrees									
	19.3%	20.1%	21.4%	21.3%	18.3%	20.9%	18.7%	23.0%	26.0%
Indiana Residents in FTFT Freshman Cohort									
	1476	1597	2198	2146	2143	2193	2367	2,350	2,500
2. Student/(Faculty & Staff) Ratio									
Institutionally- Defined Productivity Measure									
	5.1	5.2	6.1	6.4	6.7	6.8	7.3	7.0	7.8
Student/Faculty Ratio Institutionally-Defined Productivity Measure									
	15.4	15.8	16.3	17.9	18.5	18.7	20.4	19.5	21.3
Student/Staff Ratio Institutionally-Defined Productivity Measure									
	7.7	7.7	9.7	10.0	10.4	10.6	11.3	11.0	12.5
<b>Progression Point Metrics</b>									
1. 30 Credits									
	1131	1153	1182	1308	1522	1594	1688	1,550	1,775
2. 60 Credits									
	1115	1027	1018	1045	1204	1331	1323	1,275	1,515

# CHE Performance Funding Formula

## Indiana State University 2015-2017 Biennium Scenarios

	2015-2016 CHE PROPOSAL	2015-2016 GOVERNOR'S PROPOSAL	NO NEW FUNDING
New Funding	3.23%	1%	0.0%
% Reallocation	4.0%	6.1%	7.0%
\$ Amount of reallocation for ISU	(\$2,692,329)	(\$4,085,610)	(\$4,711,576)
<b>Performance Funding Metrics</b>	<b>ISU TOTAL</b>	<b>ISU TOTAL</b>	<b>ISU TOTAL</b>
Overall Degree Completion	\$26,244	\$25,677	\$25,623
At-Risk Degree Completion	\$306,110	\$299,530	\$298,900
Student Persistence	\$384,685	\$376,678	\$375,668
On-Time Graduation Rate	\$0	\$0	\$0
Institution Defined Metric	\$134,828	\$131,942	\$131,646
<b>Total Performance Funding</b>	<b>\$851,867</b>	<b>\$833,827</b>	<b>\$831,837</b>
<b>Net Change in Appropriation</b>	<b>(\$1,840,462)</b>	<b>(\$3,251,783)</b>	<b>(\$3,879,739)</b>
<b>Percent Change</b>	<b>-2.7%</b>	<b>-4.8%</b>	<b>-5.8%</b>

# CHE Performance Funding Formula

## Impact of Improved Performance

Performance Funding Metrics	2008-10	Unit Value	Improvement Rate	Improvement Rate	Indiana State Actual Improvement	
					\$	%
			10%	25.5%		
\$ Amount of new funding (ISU)					\$0	
% Reallocation					7.00%	
\$ Amount of reallocation					(\$4,711,576)	
Bachelor Degree Completion	1189	\$5,694	\$677,017	\$1,726,392	\$0	0.0%
Master Degree Completion	246	\$2,847	\$70,036	\$178,592	\$25,623	3.7%
Doctoral Degree Completion	34	\$1,423	\$4,838	\$12,337	\$0	0.0%
At-Risk Degree Completion	361	\$4,270	\$154,147	\$393,075	\$298,900	19.4%
Completed 30 Credit Hours (4YR)	1147	\$569	\$65,264	\$166,424	\$186,632	28.6%
Completed 60 Credit Hours	1016	\$1,068	\$108,509	\$276,697	\$189,036	17.4%
On-Time Graduation Rate	20.3%	\$16,370	\$0	\$0	\$0	0.0%
Cohort	1409		\$1,562	\$1,562		
On-Time Graduation Number	286		\$349	\$398		
			\$1,028,639	\$1,833,294		
Institution Defined Metric	19.8	\$1,779	\$131,646	\$131,646	\$131,646	
Total Performance Funding			\$2,242,007	\$4,720,419	\$831,837	
Net Change in Appropriation			(\$2,469,569)	\$8,843	(\$3,879,739)	
Percent Change			-3.7%	0.0%	-5.8%	



# CHE Performance Funding Formula

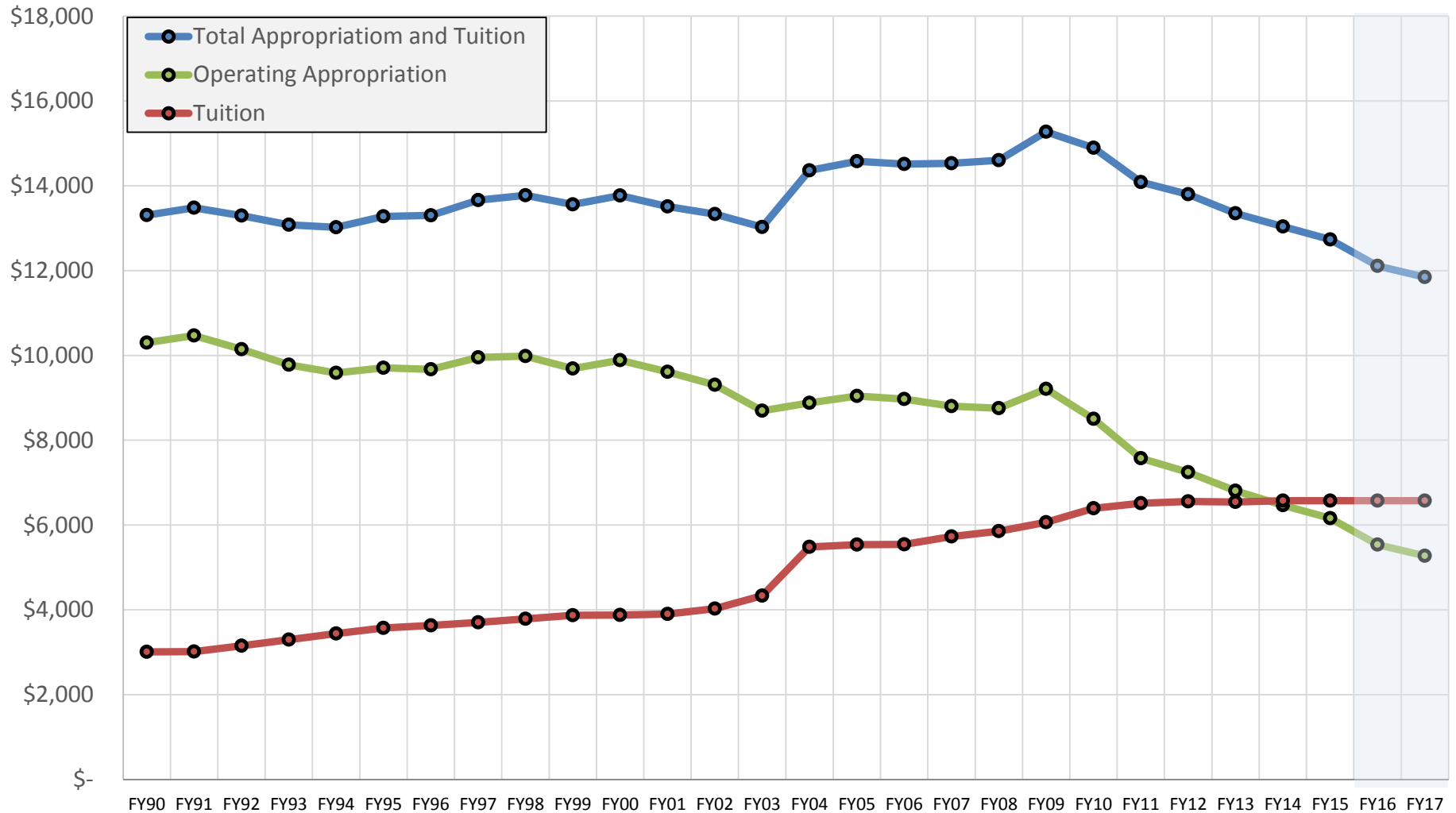
## Change in Operating Appropriations by Institution

2011-13 Biennium to 2015-17 Biennium

“As-Passed” Higher Education Budget and Gov. Proposed Budget 15-17

	IU - Bloomington	IUPUI (no Med)	Purdue - West Lafayette	ISU	USI	Ball State	VU	ITCC
2011-13								
Net Change	(\$10.4 m)	(\$4 m)	(\$7.3 m)	(\$3.9 m)	\$2 m	(\$3.7 m)	\$.11 m	\$20.4 m
2013-15								
Net Change	\$4.5 m	\$5.9	\$10.9 m	(\$.34 m)	\$2 m	(\$.75 m)	\$1.7 m	\$13.9 m
2015-17								
Net Change	\$9.4 m	\$5.8 m	(\$8.7 m)	(\$3.2 m)	(\$.12 m)	\$2.3 m	(\$.08 m)	\$14.9 m
<b>Total Net Change</b>								
<b>11-13 to 15-17</b>	<b>\$3.5 m</b>	<b>\$7.7 m</b>	<b>(\$5.1 m)</b>	<b>(\$7.4 m)</b>	<b>\$3.9 m</b>	<b>(\$2.1 m)</b>	<b>\$1.7 m</b>	<b>\$49.2 m</b>

# Tuition & Operating Appropriation per Hoosier FTE (In FY05 dollars)





# *The Pathway to Success*



## **Strategic Plan Update Board of Trustees**

**February 19, 2015  
President Daniel J. Bradley**