



# Strategic Planning Report

Indiana State University

Board of Trustees Seminar  
President Daniel J. Bradley  
December 11, 2015



  
**#1 IN THE NATION  
FOR SERVICE**

- 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

	2009	2010	2011	2012	2013	2014	2015	GOAL 2017
Total student headcount	10,534	11,494	11,528	12,114	12,448	13,183	13,584	14,000
Total FY degree production	2,171	2,073	2,175	2,110	2,175	2,201	2,488	2,388
Total new freshmen headcount	1,801	2,566	2,512	2,658	2,654	2,735	2,772	3,000
Total degrees per 100 FTEs	24.6	21.4	22.3	20.5	20.2	19.4	20.6	19.9
First-year retention rate	63.9%	63.9%	58.1%	60.6%	63.5%	64.5%	64.2%	68.9%
Four-year graduation rate	20.5%	21.6%	22.2%	19.6%	21.8%	19.3%	23.4%	30.0%
Six-year graduation rate	40.4%	43.5%	41.9%	42.5%	41.8%	39.5%	40.9%	50.0%

# Goal 2: Advance experiential learning

	2009	2010	2011	2012	2013	2014	2015	GOAL 2017
Number of internships for the fiscal year			2710	3469	3676	4,049	4,129	4,500
Number of Juniors & Seniors “engaged” with the Career Center				134	115	241	350	1,200
Number of students involved in Undergraduate Research					539	1,029	1,188	1,500
% of Seniors responding to the Post-Graduation Career Center Survey					50%	56%	80%	90%
Seniors that have had an experiential learning component	1,089	966	995	1,095	1,978	2,714 100%	2,757 100%	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

	2009	2010	2011	2012	2013	2014	2015 DRAFT	GOAL 2017
Overall rank in <i>Washington Monthly</i> National University Ranking		138	78	54	25	30	20	Top 5%
Service Rank in <i>Washington Monthly</i> National University Ranking		105	21	8	3	3	1	Top 5%
U.S. President Higher Education Community Service Honor Roll	Yes	Yes	*	Yes w/D	Yes w/D	Yes w/D	**	Yes w/D
% of Federal Work Study money used for Community Service	13%	15%	12%	11%	33%	52%	30%	60%
Yearly student participation rate in Community Engagement activities	6,210	6,831	6,145	7,651	8,578	9,676	9,300	12,879
Leadership/Volunteer positions that faculty and staff have in community, social, and econ. development groups			32%				84%	90.0%
Jobs created in conjunction with the local SBDC	11	13	57	70	75	80	88	100

\*Honor Roll not administered

\*\*Available Spring 2016

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

	2009	2010	2011	2012	2013	2014	2015	GOAL 2017
Enrollment in new certificate/degree programs or professional development courses				40	41	322	315	500
Number of external organizations served			18	127	113	353	312	500
Number of external persons served			128	2,361	4,050	17,060	28,674	25,000
External grants and contracts awarded (\$'s)				\$34,000	\$75,102	\$92,247	\$1,048,677	\$1,500,000
Fees from services				\$54,966	\$115,930	\$158,605	\$544,369	\$300,000

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

	2009	2010	2011	2012	2013	2014	2015	GOAL 2017
Grants & contracts awarded*	\$8.5 m	\$13.7 m	\$10.2 m	\$5.8 m	\$9.0 m	\$8.2 m	\$10.1 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	\$5.0 m	\$6 m
Foundation funds expended on behalf of ISU	\$8.2 m	\$10.5 m	\$13.8 m	\$6.8 m	\$5.1 m	\$4.9 m	\$5.3 m	\$7.5 m
Total # of donors to ISU Foundation	8,503	8,187	8,339	7,478	8,454	7,114	6,410	8,200

\*Total amount received by Office of Sponsored Programs

# Goal 6: Recruit and retain great faculty and staff

	2009	2010	2011	2012	2013	2014	2015	GOAL 2017
% of insured employees participating in health screenings					90%	88%	89%/81%	100%
% of insured employees tobacco free or participating in tobacco cessation program					92%	85%	81%	100%
# of African-American and Hispanic full-time faculty	21	23	32	30	33	36	34	45
% of female full professors to total full professors	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	60%	70%	51%	49%	68%	27%	39%	65%
6-year retention rate for EAP and support staff, combined	42%	33%	46%	43%	33%	35%	33%	75%



# Partnering for Success

	2009	2010	2011	2012	2013	2014	2015	GOAL 2017
Students engaged in downtown organizations and activities		4	10	25	32	65	190	100
Downtown events supported by the University		5	10	15	10	13	20	35
New "college focused" merchants locating downtown			5	7	10	18	24	25
Student usage of the RHIC simulation center		760	980	1,247	1,482	2,231	3,264	1,565
Number of partners within the RHIC		7	11	11	10	12	13	14

# Board of Trustees Priorities

BUDGET MANAGEMENT								GOAL
	FY09	FY10	FY11	FY12	FY13	FY 14	FY15	FY17
Ratio FTE Student per FTE Faculty	<b>15.8</b>	<b>16.3</b>	<b>17.9</b>	<b>18.5</b>	<b>18.7</b>	<b>20.1</b>	<b>19.9</b>	<b>21.3</b>
Ratio FTE Student per FTE Other Personnel	<b>7.7</b>	<b>9.7</b>	<b>10.0</b>	<b>10.4</b>	<b>10.6</b>	<b>11.1</b>	<b>11.0</b>	<b>12.5</b>
Annualized Hoosier FTE (Previous Year)	<b>7,457</b>	<b>7,538</b>	<b>8,189</b>	<b>7,864</b>	<b>8,233</b>	<b>8,487</b>	<b>9,160</b>	<b>10,000</b>
Net Operating Revenue Ratio	<b>4.9%</b>	<b>1.3%</b>	<b>8.7%</b>	<b>9.7%</b>	<b>5.4%</b>	<b>7.4%</b>	<b>5.9%</b>	<b>10%</b>
Composite Financial Indicator Score	<b>3.0</b>	<b>2.9</b>	<b>3.4</b>	<b>4.3</b>	<b>3.9</b>	<b>4.6</b>	<b>3.7</b>	<b>5.5</b>

# Board of Trustees Priorities

BUDGET MANAGEMENT HOUSING AND DINING								GOAL
	FY09	FY10	FY11	FY12	FY13	FY14	FY15	FY17
Increase in Net Assets	\$3.6 m	\$4.1 m	\$3.2 m	\$7.5 m	\$8 m	\$5.3 m	\$6.2 m	\$5 m
Net Operating Revenue Ratio	16%	16%	12%	24%	24%	15%	16%	7%
Primary Reserve Ratio	1.1	1.2	1.1	1.3	1.2	1.2	1.2	1.3
Return on Net Asset Ratio	7.7%	8.0%	5.8%	12.9%	12.2%	7.2%	7.8%	100%
Viability Ratio	3.1	1.7	1.1	1.4	0.7	0.5	0.4	0.40
Composite Financial Indicator Score WT	7.4	6.2	5.4	6.8	6.1	5.4	5.2	5.3

# Board of Trustees Priorities

BUDGET MANAGEMENT ATHLETICS								GOAL
	FY09	FY10	FY11	FY12	FY13	FY14	FY15	FY17
% Women Athletes	52.6%	48.0%	51.6%	52.5%	49.0%	50.6%	48.9%	<i>Match Cohort</i>
% Women in Cohort for Title IX Purposes	52.0%	51.6%	49.7%	51.5%	52.7%	53.3%	53.4%	55.0%
% of Operating Budget from Non-ISU Sources	28.0%	28.1%	30.7%	25.4%	27.9%	27.6%	24.8%	38.0%
Women's Equivalency (%)	44.2%	43.0%	43.5%	41.8%	43.7%	40.3%	41.5%	<i>Match Cohort</i>
Women's Scholarships \$ (%)	45.1%	42.0%	41.8%	39.9%	40.9%	40.5%	39.5%	<i>Match Cohort</i>

# ICHE Performance Priorities

Degree Completion	FY09	FY10	FY11	FY12	FY13	FY14	FY15	GOAL FY17
1. Overall								
Bachelors	1249	1085	1058	1116	1173	1234	1368	1,436
Masters	246	241	246	252	266	290	271	300
Doctoral	33	37	34	34	23	35	57	43
TOTAL	1528	1363	1338	1402	1462	1559	1696	1,779
2. At-Risk Student Degrees								
	293	341	398	436	459	472	535	450
<b>Productivity Metrics</b>								
1. On-Time Degrees								
	20.1%	21.4%	21.3%	18.3%	20.9%	18.7%	21.9%	26.0%
Indiana Residents in FTFT Freshman Cohort	1600	2202	2146	2143	2193	2364	2433	2,500
2. Student/(Faculty & Staff) Ratio Institutionally-Defined Productivity Measure								
	5.2	6.1	6.4	6.7	6.8	7.1	7.1	7.8
Student/Faculty Ratio Institutionally-Defined Productivity Measure	15.8	16.3	17.9	18.5	18.7	20.1	19.9	21.3
Student/Staff Ratio Institutionally-Defined Productivity Measure	7.7	9.7	10.0	10.4	10.6	11.1	11.0	12.5
<b>Progression Point Metrics</b>								
1. 30 Credits	1153	1182	1308	1522	1594	1703	1846	1,775
2. 60 Credits	1027	1018	1045	1204	1331	1325	1539	1,515





# Strategic Planning Report

Indiana State University

Board of Trustees Seminar  
President Daniel J. Bradley  
December 11, 2015



  
**#1 IN THE NATION  
FOR SERVICE**