

## **Building a Brighter Future**

Indiana University South Bend is the premier comprehensive public university dedicated to serving the needs of North Central Indiana and beyond. As a regional campus of Indiana University, IU South Bend provides a diverse population the opportunity to affordably earn a prestigious IU degree, through its quality undergraduate and graduate programs. With its caring faculty and staff, IU South Bend is committed to an inclusive, student-centered approach that focuses on preparing its students for both the workforce and postgraduate education through rigorous coursework, faculty and student research, and creative activity. We are a catalyst for social mobility that contributes to the vitality of our region by educating informed individuals, thoughtful stewards, innovative professionals, and responsible leaders.

We are pleased to present Indiana University South Bend's 2030 Plan. Thanks go out to the Campus Directions Committee for its leadership and all of the students, staff, faculty and community members who were engaged in the process. This document outlines a dynamic plan that will be a beacon for our strategic direction, as well as a lens to focus our decision-making. We look forward to continuing to work with the Campus Directions Committee, as well as the entire campus community as we come together to implement this new plan. While we face challenges, we are at an inflection point in our history that will take us in new directions and, in fact, has already done so. We have much to be proud of and many opportunities in front of us to leverage as we move forward confidently with this new plan. One thing we know for certain is that we remain a critical intellectual, social, and economic driver for our community. As an important anchor institution for the Michiana region, we have tremendous potential for growth and even greater impact in our community. We are confident that this new plan will guide us into a brighter and even more successful future.

## **Student Success & Opportunity**

Ensuring the long-term success of all students – undergraduates, graduates, professional students, and online and lifelong learners – by providing the highest quality of education through a rich and engaging environment.

**Goal 1: IUSB will strengthen student enrollment, retention, and success to address the changing dynamics and demands in the workforce and the critical value of higher education in a globally interconnected knowledge economy.**

IUSB recognizes that our students live in a highly complex and interconnected world. With students at the center of everything we do, IU South Bend will improve key student success metrics to ensure our students graduate with the skills they need to be successful in the world.

### **Objectives:**

- Establish a Titan Teams early intervention program that will integrate academic and student services through case management, enhanced faculty interaction, and peer support.
- Create a new campus Office of Undergraduate Advising that will centralize undergraduate academic advising across campus.
- Create “Map the Gap Year” program to help students in our region take a meaningful “gap” year to better prepare for career and life success.

### **Metrics:**

- Increase the first-to-second year retention rate among first-time full-time freshmen beyond 70%.  
(Fall 2021: 59.1% Retained at IUSB; Fall 2020: 50.2% Retained at IUSB)
- Increase the four-year graduation rate for first-time full-time freshmen to 25%.  
(Fall 2018 Cohort: 23.9%; Fall 2017 Cohort: 20.1%)
- Increase the six-year graduation rate for first-time full-time freshmen to 45%.  
(Fall 2016 Cohort: 36.3%; Fall 2015 Cohort: 38.4%)
- Increase the percentage of high school graduates in our region enrolling and persisting at IU South Bend through postsecondary education and life-long learning.  
(Fall 2021: 85% of new first year undergraduates are from service region with 63.2% first year retention rate; Fall 2020: 86% of new first year undergraduates are from service region with 54.0% first year retention rate)

**Goal 2: IUSB's educational offerings, curriculum, and pedagogy will remain cutting-edge without losing the strong value of a broad-based general education that best prepares students for success. IU South Bend will design and implement an experiential component that distinguishes IU South Bend graduates.**

IUSB recognizes that our programs need to prepare students not only for their first job, but for a lifetime of learning and adapting to a changing world. These programmatic objectives will prepare graduates for successful lives and careers.

**Objectives:**

- Expand opportunities for and faculty and student participation in high-impact practices, such as: a common intellectual experience (a theme year), community engagement coursework and activities, internship experience(s), undergraduate research, scholarly and creative work, and study abroad.
- Establish an Office of Professional Engagement to increase student engagement with internships and workforce preparation.

**Metrics:**

- Every first-time full time undergraduate student participates in at least one High Impact Practice (HIP) during their first two years.  
(NSSE 2021: 50% of first-year students participated in at least one HIP. First-year HIP includes participation in service-learning, a learning community and research with faculty)
- Every upper division student participates in a HIP before graduation.  
(NSSE 2021: 80% of seniors reported participation in at least one HIP during their time at IUSB. Senior HIP includes participation in service-learning, a learning community, research with faculty, internship or field experience, study abroad, and a culminating senior experience)
- Increase internship participation by 10% annually for the next five years.  
(NSSE 2021: 44% of seniors reported participation in an internship or field experience)
- Increase internship sites by 5% annually for the next five years.  
(We will be collecting data as part of the SIP Grant we are using to establish this office)

**Goal 3: IUSB will ensure that our practices actively seek equity and inclusion for all students. We must strive to build a community where equity is our strength, differences are respected, and inclusivity is the norm.**

IUSB's commitment to equity and inclusion through the objectives below will ensure we fully embrace and leverage the full range of student, faculty, staff, and community diversity to improve our region.

**Objectives:**

- Receive the Hispanic Serving Institution designation.
- Establish an Office of Inclusivity and Belonging that will create inclusive spaces and implement multicultural programs, including a Groups Scholars Program.
- Establish the only Foster Youth higher education support program in the region to expand higher education opportunity to foster youth.
- Establish an innovative Family College Engagement Program to equip K-12 families with skills and information about enrolling and persisting through college.

**Metrics:**

- Reach full-time undergraduate Hispanic student enrollment of 25%.  
(Fall 2022 enrollment: 20.9%)
- Retain Hispanic students at rates at or above the campus average.  
(Fall 2021: 70.2% of Hispanic students retained at IUSB compared to 59.1% average; Fall 2020: 49.7% of Hispanic students retained at IUSB compared to 50.2% Average)
- Graduate Hispanic students at rates at or above the campus average.  
(Fall 2018 Cohort Four-Year Graduation (Hispanic): 13.5% versus campus average of 23.9%; Fall 2016 Cohort Six Year Graduation (Hispanic): 30.7% versus campus average of 36.3%)
- Expand African American student enrollment to 10%.  
(Fall 2022: 8.6%; Fall 2021: 8.5% - Degree Seeking)
- Remove the diversity achievement gaps in retention and graduation rates.  
(IUSB Fall 2021 underrepresented students of color retention rate: 64.0% compared to Fall 2021 overall: 59.1%; Fall 2020 underrepresented students of color retention rate: 46.3% compared to Fall 2020 overall 50.2%)

(Fall 2018 four-year underrepresented students of color graduation rate: 13.8% compared to Fall 2018 overall: 23.9%; Fall 2016 six-year unrepresented students of color graduation rate: 26.1% compared to Fall 2016 overall: 36.3%)

- Increase the number of foster youth enrolling at IU South Bend.  
(We do not yet have baseline data as this is a new program)
- Increase the number of foster youth graduating from IU South Bend.  
(We do not yet have baseline data as this is a new program)
- Increase the number of low-income students in the region successfully enrolling at IU South Bend.  
(Number of new full-time bachelor's degree seeking Pell Recipients in Fall 2021: 290; Fall 2020 = 312)
- Increase the number of low-income students in the region graduating from IU South Bend.  
(Six-year graduation rates for Pell Recipients in 2016: 31.4%; Six-year graduation rates for Pell Recipients in 2015: 34.6%)

## **Transformative Research & Creativity**

Engaging in transformational, innovative research and creative activity.

**Goal 1: IUSB will engage in high-impact research and creative activity to improve the lives of people in Indiana and beyond.**

As a public comprehensive university, IUSB will pursue and support research and creative activity that pushes disciplinary boundaries, contributes new knowledge and creative works to our world, and benefits the communities that we serve.

### **Objectives:**

- Expand the impact of research and creative activities on our region by fully embracing the Boyer Model of Scholarship which includes the Scholarship of Teaching and Learning, the Scholarship of Engagement, the Scholarship of Discovery, and the Scholarship of Integration.

### **Metrics:**

- Define and diversify the types of scholarship and creative activities that faculty are involved in and are included in our standards in the promotion and tenure process. Promotion and tenure process standards will be updated by 2026.

**Goal 2: IUSB will increase research and creative activity, create a more pervasive culture of research, advance diversity, equity, and inclusion in its research community, expand research opportunities for students, and work to reduce or eliminate barriers to research.**

By meeting the objective below, IUSB will build its research and creative capacity to leverage the diversity, creativity and intellect of our faculty and students.

### **Objectives:**

- Relaunch the Center for Excellence in Research and Scholarship (CERES) to facilitate research, scholarship and creative activities across all areas of faculty expertise and with our students.

### **Metrics:**

- Increase institutional resources that support faculty research and creative activities consistent with the Boyer Model of Scholarship and ensure equitable access to those resources. (Baseline data forthcoming.)
- Increase the number of students engaged in undergraduate research and creative activities.  
(NSSE 2021: 16% of seniors reported engaging in research with faculty)

## **Service to Our State and Beyond**

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

**Goal 1: IUSB will lead an effort that sustains and grows the life and health sciences ecosystem, thereby enhancing talent attraction and retention for the state's life and health sciences and biotech industry. IU South Bend will leverage the strength of the campus' health disciplines to impact public health in Indiana, particularly for low-income and minority residents.**

As a leader in health sciences and professional education, IUSB will elevate its role in the community by meeting the objectives below as we contribute more talent to meet the demands of our regional health care systems.

### **Objectives:**

- Establish a Healthcare Talent Partnership that will formally bring together industry, K-12, higher education, and economic development partners to address the healthcare talent attraction and retention crisis in the South Bend-Elkhart Region.
- Build a state-of-the art Health Sciences Simulation Center to provide more high-tech, hands-on learning experiences for health sciences, radiography and nursing students.

### **Metrics:**

- Through the partnership's activities, meet the demand for healthcare professionals in the area.  
(Baseline data will be established once the partnership has been developed)
- Increase health sciences graduates from IU South Bend  
(2021-2022: 240 graduates; 2020-2021: 201 graduates)

**Goal 2: IUSB will contribute to Indiana's future economic prosperity by leveraging its strengths and resources and more effectively partner with local business and industry on workforce needs.**

As an important anchor institution in our region, IUSB will contribute its intellectual, creative, human and physical capital in partnerships for even greater collective impact across our region, our state, and beyond.

**Objectives:**

- Establish a Center for Innovation and Entrepreneurship that will include the North Central Indiana Small Business Development Center as well as spaces for students and community members to engage in business development, entrepreneurship, and innovation.
- Establish an Office of Lifespan Learning to offer non-traditional educational opportunities to community members throughout their lifespans.

**Metrics:**

- Increase the number of students, faculty, alumni, and community members engaging in entrepreneurship activities on campus and in our region.  
(New program – baseline data will be established)
- Increase programs for workforce participation, professional development, and lifelong learning education opportunities.  
(New office – baseline data will be established)
- Increase participation of local businesses, K-12 students, and community members in campus workforce participation, professional development, and lifelong learning education.  
(New office – baseline data will be established)