

THE BICENTENNIAL STRATEGIC PLAN FOR INDIANA UNIVERSITY BLOOMINGTON

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Introductory Message: Ensuring Excellence for our Third Century

Indiana University enters its third century in 2020. It owes its existence to the vision and support of the State of Indiana, whose founding constitution declared that “knowledge and learning generally diffused through a community” are “essential to the preservation of a free Government.” In 1820, in Bloomington, our state laid the cornerstone for the university that would bear its name. Almost two hundred years later, Indiana University is our state’s largest and most comprehensive university, and its Bloomington campus is a flourishing, humane, vibrant, creative, cosmopolitan, and pervasively connected center for passionate learning, powerful research, and global engagement.

Throughout its storied existence, Indiana University Bloomington has demonstrated the durability and capacity for reinvention that characterize a truly great public university. A member of the Association of American Universities, IUB is a research center in arts and humanities, sciences, and the professions and a creative center with many renowned programs in the arts and music. IUB’s Big Ten residential campus supports intellectual and aspirational exploration and mastery, close and diverse friendships, and lifelong connections to our institution and our state. It is home to over 8,200 faculty and staff, nearly 37,000 undergraduate students, and nearly 10,000 graduate students. It draws the affection, loyalty, and support of over 350,000 alumni spanning the globe. It counts among its many assets a built and natural environment world-renowned for its beauty and well-stewarded to maintain its human scale and green space, and technological infrastructure that is internationally benchmarked to empower people and enable sophisticated work in research and media preservation.

During the 2013-2014 academic year, over 165 faculty, staff, and students engaged in an intensive and inclusive process to envision our campus’s path toward our bicentennial. Their excellent work was shared widely with our campus, which responded with hundreds of comments and ideas. The creativity and thoughtfulness of both the strategic planning teams and the response to their work demonstrated our community’s belief in and ambition for this institution.

During fall 2014, Indiana University engaged in a broad university-wide bicentennial planning process. In December 2014, the Indiana University Trustees adopted that Bicentennial Strategic Plan.

This IU Bloomington Bicentennial Plan benefits from, adopts, incorporates, and synthesizes the work of both processes. It represents both a vision to anticipate the path to excellence at the dawn of our next century, and an appreciation for the strengths, people, and distinctive culture that brought us to this point. It is organized, as is the university’s bicentennial plan, around the [Indiana University Principles of Excellence](#).

We have sought excellence within a context that is deeply respectful of our obligation for the stewardship of resources provided by our state, our families, our students, and our donors. Our commitment to this ethic of stewardship has won our campus national recognition for its affordability and has succeeded in reducing the burden of student debt.

Through its commitments to excellence and affordability, IU Bloomington has worked throughout its history to repay the state’s foundational belief in the power of knowledge and learning. These commitments, reiterated and reframed for the future, are the foundation of our profound optimism for our third century of excellence.

Lauren Robel
Executive Vice President and Provost

**PRINCIPLE OF EXCELLENCE ONE:
AN EXCELLENT EDUCATION**

<p>IU BICENTENNIAL PRIORITY ONE: A COMMITMENT TO STUDENT SUCCESS</p>	<p>IUB BICENTENNIAL OBJECTIVE ONE: A COMMITMENT TO STUDENT SUCCESS THROUGH AN ENGAGED, DIVERSE, AND GLOBAL EXPERIENCE</p>
<ol style="list-style-type: none"> 1. Indiana University will ensure an affordable education, through: <ol style="list-style-type: none"> a. Keeping IU tuition and fees as low as possible in relation to its peer institutions; b. Increasing undergraduate scholarships that reduce net tuition and fees; c. Providing competitive graduate student financial support; d. Maintaining a multi-faceted program of incenting and supporting students in graduating on time; e. Providing comprehensive programming and advising for students regarding financial aid and debt management. 	<ol style="list-style-type: none"> 1. IUB will ensure an affordable, engaged, global, residential experience, by: <ol style="list-style-type: none"> a. Reducing the debt burden for every financially disadvantaged student through financial literacy education and scholarships and fellowships raised through philanthropy to cover unmet financial need; b. Focusing additional scholarships on diversifying the international undergraduate cohort; c. Offering four-year Pathways Scholarships to students in both direct admit and exploratory programs who have the credits to graduate in three years or less, and who will follow one of the pathways routes to graduate and certificate credentials; d. Ensuring comprehensive advisor adoption of our student success initiative system; e. Increasing the transparency and visibility of scholarship and financial aid information to increase success and affordability. 2. IUB will inspire all undergraduate students to embrace curricular and co-curricular practices that engage them deeply in their learning; ensure that such practices are a part of each student's experience; and create indelible connections between our undergraduates and our campus, by: <ol style="list-style-type: none"> a. Leading in global learning experiences that develop pervasive global intercultural facility; b. Leveraging our internationalized campus to expand global learning at home; c. Promoting undergraduate research and creative activity that develops intellectual ambition and leverages the strengths of our outstanding faculty;

	<ul style="list-style-type: none"> d. Developing social responsibility and student leadership through developing IU Global Corps to provide immersive service activities that benefit local, state, regional, and global communities; e. Developing sustainability understanding through comprehensive programming and engagement with the campus as a laboratory for sustainable practices; f. Developing workplace savvy and professional confidence through internships in all settings; g. Expanding living-learning opportunities that develop intellectual depth and community; h. Developing leadership and community through flourishing student organizations; i. Exploring transcript notation for all of these activities.
<p>2. IU will continue to seek out and support undergraduate and graduate students from diverse socio-economic backgrounds, including first-generation college students, veterans, students from under-represented minorities, returning students, and part-time students.</p>	<p>3. IUB will esteem diversity of all kinds and ensure the full involvement of our global complement of students in our campus life, by:</p> <ul style="list-style-type: none"> a. Recruiting and retaining a highly motivated, diverse, academically prepared and global complement of undergraduate and graduate students; b. Sharpening our focus on the diversity of our student populations, and on the retention and success of under-represented and first-generation students; c. Ensuring the integration of diversity, global empathy, and intercultural understanding at all points of shared student experience, such as orientation.

<p>3. IU will adopt and support practices, policies, and information systems that support and encourage both graduate and undergraduate students to complete degrees on time or as promptly as their individual circumstances allow. Pervasive academic and career advising will become a hallmark of an IU education, focusing particularly on first-generation and so-called nontraditional students.</p>	<p>4. IUB will engage its faculty in research on learning analytics to ensure that our students move effectively to mastery and completion.</p> <p>5. IUB will enhance academic and life success for our students through excellent, technologically enabled academic and career advising, by:</p> <ul style="list-style-type: none"> a. Implementing the student success initiative for all academic advisors in all schools, university division, and the College; b. Implementing robust career advising in all schools, university division, and the College; c. Developing and adopting best practices and metrics for academic and career advising to support student completion, success, and life and career goals; d. Aligning career and academic advising for high impact.
<p>4. IU will leverage its scale and scope to seek enrichment and efficiencies in the delivery of academic programs (as in other aspects of university operations), especially in regard to the development of fully online and hybrid courses. A key component of this priority will be the completion of the implementation of the Unizin shared repository for digital course materials.</p>	<p>6. IUB will leverage its excellent disciplinary and professional programs, by:</p> <ul style="list-style-type: none"> a. Designing multidisciplinary and interdisciplinary majors, minors, and certificates, both within and across schools; b. Collaborating to create interdisciplinary masters and certificate programs, both online and residential, that leverage our unique strengths both within and across schools; c. Creating high-quality professional masters programs, both residential and online, in every school and the College to provide pathways into the workforce and to take our expertise and knowledge to the world; d. Engaging our students in our interdisciplinary research centers; e. Creating a comprehensive set of pathways programs that span the liberal arts and professional schools.

<p>5. IU will continue to pursue new graduate and undergraduate academic programs, and realignment of existing programs, in order to leverage its strengths, assure relevance, and respond to student demand and to regional, state, and national needs.</p>	<p>7. IUB will:</p> <ul style="list-style-type: none"> a. Work with Bloomington Deans, Faculty Council, and College and School Policy Committees to create ongoing avenues for assessment and solicitation of opportunities for new graduate and undergraduate academic programs; b. Ensure that these programs focus on academic quality and leverage our strengths to respond to student demand and state and national needs for new areas of education and research; c. Streamline the academic program approval process.
<p>6. IU will work systematically with deans to improve the overall quality, learning outcomes, and standing in reputable rankings of their schools and degree programs, including strengthening processes for regular academic review of their units.</p>	<p>8. IUB will:</p> <ul style="list-style-type: none"> a. Align accreditation and external review processes at professional schools; b. Ensure regular external reviews of academic quality in departments in the College and professional schools; c. Rigorously assess and ensure the quality of graduate programs; develop metrics for measuring program success and excellence, as well as criteria for program reduction; and incorporate these criteria into program review.

	<p>IUB BICENTENNIAL OBJECTIVE TWO: A COMMITMENT TO STUDENT SUCCESS THROUGH OUR HISTORIC ACADEMIC STRENGTHS</p>
	<ol style="list-style-type: none"> 1. IUB’s students will graduate as passionate advocates for humanistic and artistic expression, inquiry, curation and stewardship. We will achieve this goal, by: <ol style="list-style-type: none"> a. Highlighting our enormous humanistic and cultural assets through a campus Center for Integrated Arts and Humanities; b. Making these intellectual cultural assets accessible and visible through campus-wide thematic programming; c. Making the arts and humanities at IUB robustly public-facing, through strong and innovative K-12 outreach; comprehensive programming for our students; and community, global and alumni outreach; d. Expanding our students’ engagement with all of our cultural institutions, including the Art Museum, Cinema, Lilly Library, Wells Library, performance venues, and galleries; e. Exploring curricular offerings in the arts and humanities expressly designed for our international students; f. Considering the viability of a Certificate in Integrated Arts and Humanities that focuses on enduring problems with contemporary salience; explicitly reaches beyond any single time period; integrates campus cultural assets; and challenges students to develop strong research, presentation, and digital literacy skills.

	<p>2. IUB will achieve national recognition as a leader in undergraduate science, technology, engineering, and mathematics education that develops a scientifically literate citizenry, by:</p> <ul style="list-style-type: none"> a. Creating a campus Council for Excellence in STEM Education that ensures that our science faculty are engaged with best evidence-based methods for science teaching and cutting-edge learning analytics in science fields; fosters cooperation across schools to produce more K-12 science teachers with deep scientific and technological knowledge; and develops signature educational programs that cross school and disciplinary boundaries; b. Building the impact and reach of the Center of Excellence for Women in Technology; c. Evaluating the creation of an engineering program that leverages our strengths in computer science, informatics, and the sciences; d. Adopting nationally recognized best practices for recruiting and retaining diverse students in STEM fields and designing evidence-based curricula that support their retention and success; e. Partnering with employers to collaborate on 21st-century STEM workforce competencies.
	<p>3. IUB commits to student success through outstanding honors education, by:</p> <ul style="list-style-type: none"> a. Developing and adopting best practices in honors education through an Honors Policy Group that brings together representatives of all campus and school honors and named programs ; b. Ensuring our honors education can compete for outstanding students through the excellence of our programs and competitive awards; c. Fully supporting IUB’s outstanding students who are seeking prestigious scholarships and fellowships through the Office of Competitive Awards and Research in the Office of the Vice Provost for Undergraduate Education.

	<p>IUB BICENTENNIAL OBJECTIVE THREE: A COMMITMENT TO STUDENT SUCCESS THROUGH A SAFE, VIBRANT, AND HEALTHY COMMUNITY</p>
	<ol style="list-style-type: none"> 1. IUB will support a safe, vibrant, and healthy community characterized by a culture of care among and for our students, by: <ol style="list-style-type: none"> a. Supporting organizations and activities that nourish and prioritize a respectful and safe community; b. Making wellness and health central to student life; c. Pursuing and supporting sustainability on our campus.
	<p>IUB BICENTENNIAL OBJECTIVE FOUR: A COMMITMENT TO GRADUATE STUDENT SUCCESS</p>
	<ol style="list-style-type: none"> 1. IUB will invest in graduate student success, by: <ol style="list-style-type: none"> a. Aggressively reducing time to a Ph.D., b. Seeking financial support for graduate students from all sources; c. Offering certification of teaching competence and pedagogical skill; d. Offering overseas experiences; e. Recruiting opportunities for internships; f. Adopting nationally recognized best practices in graduate advising and mentoring; g. Collaborating on interdisciplinary teaching and training; h. Reinvigorating the Office of Postdoctoral Affairs. 2. IUB will promote our campus internationally as a destination for exceptional graduate education. 3. IUB will implement a graduate program data dashboard that provides full information on applications, enrollments, completion, time to degree, and placement, for all Ph.D. programs. 4. IUB will build the capacity of international alumni to aid recruitment of the best global talent.

Principles of Excellence One: IU Continuing Priorities	Principles of Excellence One: IUB Continuing Priorities
<ol style="list-style-type: none"> 1. Ensure the successful establishment of the following new schools: <ol style="list-style-type: none"> a. School of Public Health, Bloomington; b. Fairbanks School of Public Health, Indianapolis; c. Lilly Family School of Philanthropy; d. School of Informatics and Computing; e. School of Global and International Studies; f. Media School. 	<ol style="list-style-type: none"> 1. IUB will ensure the successful establishment of the following new schools and programs: <ol style="list-style-type: none"> a. School of Public Health, Bloomington; b. School of Informatics and Computing; c. School of Global and International Studies; d. Media School; e. Integrated Program in the Environment.
<ol style="list-style-type: none"> 2. Assess additional realignments, amalgamations, consolidations, and transformations among units on a campus (e.g. the design initiative at IUB) or among campuses (e.g., the regional campus <i>Blueprint for Student Attainment</i>) in order to: <ol style="list-style-type: none"> a. Respond to student demand and regional, state, and national needs for new areas for education and research; b. More effectively leverage IU’s academic strengths and scale to expand education and research opportunities; c. Effect greater efficiencies; d. Improve academic quality. 	<ol style="list-style-type: none"> 2. IUB’s faculty will consider a proposal to create a school of art and design that: <ol style="list-style-type: none"> a. Develops transdisciplinary educational programs at all levels; b. Creates the physical environment to leverage our programmatic assets in design; c. Engages with external constituencies. 3. IUB will leverage our excellent disciplinary and professional programs to develop a comprehensive set of pathways programs that span the liberal arts and professional schools.
<ol style="list-style-type: none"> 3. Enhance on-campus experience and co-curricular opportunities to attract the best students for every campus through: <ol style="list-style-type: none"> a. Development of the iGPS advising support system; b. MyStudentInvolvement; c. Student fitness and wellness centers; d. On-campus employment opportunities. 	<p>See IUB Bicentennial Objective Three</p>
<ol style="list-style-type: none"> 4. Assure a diverse student body that reflects a range of demographics, backgrounds, experiences, viewpoints, and perspectives; provide robust support for historically underrepresented, first generation, and returning veterans to enhance retention and completion. 	<p>See IUB Bicentennial Objective One</p>

Principles of Excellence One: IU Metrics: Bicentennial Plan	Principles of Excellence One: Additional IUB Metrics
<ol style="list-style-type: none"> 1. Retention and Completion rates for undergraduate students: <ol style="list-style-type: none"> a. Number of degrees and certificates conferred; b. Retention of full-time beginning students and new transfers; c. Graduate rate at six years and transfer graduate rate; d. On-time completion rate and median time to degree. 2. Diversity of undergraduate student population compared to state or region demographics. 3. Full cost of attendance <i>less</i> gift aid. 4. Increase in online and hybrid course options for students at all IU campuses. 5. Increase in number of students in online and hybrid courses and programs who are new to all IU campuses. 6. Graduate student time to degree. 	<ol style="list-style-type: none"> 1. Number of pathways programs and number of pathways participants; 2. Reduced time to Ph.D. degree, particularly in programs currently above the national disciplinary median; 3. Increased pilots to reduce Ph.D. degree time; 4. Increased numbers of National Institutes of Health Training Programs (NIH T32) and Integrative Graduate Education and Research Traineeship (IGERT) programs; 5. Increased percentage of doctoral students funded through training programs and external fellowships. 6. Increased participation in undergraduate research, study abroad, internships and career counseling activities, and service activities among all student populations; 7. Increased activities structured to create interaction between our international and domestic students.

**PRINCIPLE OF EXCELLENCE TWO:
AN EXCELLENT FACULTY**

<p>BICENTENNIAL PRIORITY TWO: A COMMUNITY OF SCHOLARS</p>	<p>IUB BICENTENNIAL OBJECTIVE FIVE: A GLOBAL, DIVERSE, INCLUSIVE COMMUNITY OF EXCELLENT SCHOLARS AND TEACHERS</p>
<p>1. IU will foster a culture that promotes a scholarly community on all IU campuses and across the arc of faculty members' careers, including support for mentoring, active engagement with colleagues and students, and opportunities for professional development.</p> <p>2. In support of the scholarly community, faculty are urged to consider and adopt clear expectations for active engagement with students and colleagues, which reflect the missions, student needs, and faculty responsibilities of the relevant academic units.</p>	<p>1. IUB will make our academic community a global beacon for faculty diversity and inclusivity that attracts an excellent faculty, by:</p> <ul style="list-style-type: none"> a. Investing in human and financial capital to develop the infrastructure to excel in recruiting and retaining diverse faculty; b. Providing career development opportunities designed for a diverse faculty. <p>2. IUB will align faculty recruitment and retention with campus mission and priorities, by:</p> <ul style="list-style-type: none"> a. Fostering serious conversations and aligning recruitment strategies across schools and departments with respect to hiring priorities and leveraging strengths; b. Partnering with schools, College, and relevant university offices to fund cross-school cluster hiring of faculty and postdoctoral scholars in support of grand challenges and key areas of emerging research strength.
<p>3. IU will create and maintain networks of IU faculty members across all campuses, the subjects of which may be disciplinary, interdisciplinary, shared research or creative activity, teaching and learning, or other scholarly subjects. The establishment of such networks is particularly important for regional campus faculties, which are typically smaller and have greater teaching responsibilities.</p>	<p>3. IUB will support our faculty's aspirations to pursue and teach important knowledge across disciplinary, school, and campus borders.</p>

<p>4. IU will encourage broader use of, and enhance where needed, IU’s existing resources in instructional development, with special attention to supporting part-time faculty and the effective use of new technologies in face-to-face and online environments.</p>	<p>4. IUB will ensure that our teachers have access to technology to support our global strategy, by:</p> <ul style="list-style-type: none"> a. Developing a campus technology strategy to link our classrooms to the world; b. Ensuring that our learning management systems are state-of-the-art.
<p>5. IU will add to existing academic and staff leadership development programs that identify and prepare individuals for leadership positions and offer advancement in leadership career paths at IU.</p>	<p>5. IUB will invest in faculty excellence through world-class professional development, by:</p> <ul style="list-style-type: none"> a. Designing professional development so that faculty and librarians at each rank can flourish and achieve excellence; b. Enlarging the opportunities for academic leadership development; c. Seeking sufficient support for all tenure-eligible faculty to attend vital external professional meetings that showcase their work and develop their intellectual network.
<p>Principles of Excellence Two: IU Continuing Priorities</p>	<p>Principles of Excellence Two: IUB Continuing Priorities</p>
<p>1. Renew IU’s historical commitments to individual academic freedom and to effective shared governance.</p>	<p>1. IUB will build academic citizenship and leadership through engaged shared governance:</p> <ul style="list-style-type: none"> a. The Bloomington Faculty Council will consider the recommendations of the Strategic Planning Faculty Team and make recommendations to the campus during AY 2015-16 about appropriate changes in the campus approach to shared governance in light of those recommendations. The BFC will do so through a process that permits campus faculty to consider the faculty team’s recommendations and provide input to the BFC; actively solicits and is inclusive of multiple faculty voices in all relevant campus communities as the BFC formulates its responses; engages the school and College policy committees and the faculties of each school and the College; and that, through town halls or other open and transparent processes, seeks broad community engagement around the issues of shared governance.

	<p>2. IUB faculty will hold ourselves accountable for excellence in all we do, by:</p> <ul style="list-style-type: none"> a. Ensuring that each academic appointment category has clear, distinctive responsibilities and expectations for success; b. Developing analytic tools and informative databases to facilitate and promote faculty excellence.
<p>2. Institute comprehensive faculty orientation programs to communicate values, expectations, compliance obligations, and available resources.</p>	<p>See IUB Bicentennial Objective Five</p>
<p>3. Emphasize recruiting candidates with a diversity of backgrounds, experience, and perspectives, in conjunction with Office of the Vice President for Diversity, Equity, and Multicultural Affairs (OVPDEMA).</p>	<p>See IUB Bicentennial Objective Five</p>
<p>4. IU will encourage and support the convening of academic conferences at Indiana University, which bring scholars <i>to</i> IU and further diversify and enrich our community of scholars and learners.</p>	<p>See IUB Bicentennial Objective Six (Action 3).</p>
<p>5. Provide competitive benefits and working conditions for faculty.</p>	<p>3. IUB will leverage our distinctive location's strongest assets by supporting family-friendly policies:</p> <ul style="list-style-type: none"> a. We will evaluate expanding our dual-career program to faculty retention; b. We will examine our child-care opportunities; c. We will detach decisions about the tenure clock from decisions about family leave.

Principles of Excellence Two: IU Metrics	Principles of Excellence Two: Additional IUB Metrics
<ol style="list-style-type: none"> 1. Number and subjects of continuing intercampus networks and number of faculty members involved 2. Number of faculty and staff members participating in all types of professional development programs 3. Number of academic conferences held at IU which bring to IU scholars from other institutions 4. Faculty statements of expectations for engagement with students and colleagues. 	<ol style="list-style-type: none"> 1. Increase use of strategic hiring fund to support faculty diversity; 2. Increase the number of faculty who participate in professional development, writing groups, and academic leadership programs; 3. Increase the research productivity and teaching effectiveness of our faculty.

**PRINCIPLE OF EXCELLENCE THREE:
EXCELLENCE IN RESEARCH**

BICENTENNIAL PRIORITY THREE: CATALYZING RESEARCH	IUB BICENTENNIAL OBJECTIVE SIX: ADVANCING THE FRONTIERS OF KNOWLEDGE
<p>1. IU will ask faculty and academic leadership to identify the grand challenges to which IU can contribute most effectively, building on strengths in the humanities, professions, and social, natural, and clinical sciences. IU will support multi-disciplinary and multi-campus teams to address those grand challenges.</p>	<p>1. IUB will harness strengths in every field to identify and address grand challenges: initiatives that attack big questions and whose answers lie beyond the frontiers of current knowledge, by:</p> <ul style="list-style-type: none"> a. Identifying, with our faculty and deans, up to five grand challenges over the next five years that require collaborations among disciplines, departments, and schools; b. Investing in the resources - new faculty, postdoctoral scholars, infrastructure, or other - to address the challenges. <p>2. IUB will identify key areas of current or emerging research strengths and make campus-level strategic investments to advance areas of disciplinary or interdisciplinary promise in which we can become national and international leaders, by:</p> <ul style="list-style-type: none"> a. Identifying, with our faculty and deans, up to six current or emerging areas of strong research promise over the next five years, characterized by the strength and capacity of current faculty to carry out most, if not all, aspects of the research, with gaps to be filled with postdoctoral scholars and through collaboration with other nationally and internationally recognized institutions; b. Investing resources that may include funding for a year-long seminar series, for a major conference, for the development of large proposals for external funding, or for other specified research outcomes such as collaborative endeavors, initiatives, publications, exhibits, and performances.

	<ul style="list-style-type: none">3. IUB will seek diversity among faculty, postdoctoral fellows, undergraduate and graduate students, and institutional partners to pursue high-impact research, by:<ul style="list-style-type: none">a. Leveraging our faculty and alumni to develop deep and sustained collaborative relationships with strategic minority-serving institutions;b. Developing faculty and student exchange programs as well as collaborative research opportunities with diverse institutions;c. Strengthening partnerships with IU regional campuses with diverse student populations;d. Rewarding groups of interdisciplinary and collaborative faculty with additional support to add diverse faculty and students to enhance research.4. IUB will actively position our campus as a preferred research collaborator, by:<ul style="list-style-type: none">a. Conducting an external review of research space utilization;b. Rigorously reviewing all compliance and financial policies to ensure we are within national norms to enhance collaboration;c. Actively promoting connections with the Clinical Translational Science Institution as well as CIC and AAU institutions to leverage strengths in multi-campus research proposals;d. Engaging all relevant campus and university offices, particularly the Vice Provost for Educational Inclusion and Diversity, the Vice Provost for Graduate Education, and the Vice Provost for Undergraduate Education, to ensure our students are actively involved in research, including at the proposal stage.e. Engaging the IU Foundation, the Office of the Vice President of Engagement, and the Office of the Vice President for Public Affairs and Governmental Relations to ensure we are effectively exploring all sources for research support.
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<p>2. IU will continue to support the arts and humanities through the <i>New Frontiers in Arts and Humanities</i> program. IU will also continue to invest in facilities to support the creative and performance activities of these disciplines.</p>	<p>5. IUB will support research innovation in the arts and humanities, by:</p> <ol style="list-style-type: none"> a. Convening an Arts and Humanities Council to establish regular lines of communication between units, and to guide the work of the Integrated Arts and Humanities Initiative; b. Creating enhanced opportunities for creative collaboration, including campus-wide artist and scholar in residence programs; c. Evaluate a research lab in the arts and humanities dedicated to topics of importance and visibility; d. Creating a comprehensive inventory of campus support for the arts and humanities, and enhancing and focusing those resources to ensure faculty can be competitive for external support.
<p>3. IU will continue its support of widespread inter-campus collaboration by establishing a searchable faculty collaboration database to identify opportunities. This database will also assist in establishing the faculty networks envisioned in Bicentennial Priority Two.</p>	<p>6. IUB will:</p> <ol style="list-style-type: none"> a. Consider the concept of core facilities, beginning with creating a searchable campus database of research facilities and equipment to minimize duplication; b. Create a searchable faculty database that identifies our strengths to potential collaborators.
<p>4. IU will intensively pursue cluster hires to strengthen current areas or establish new strengths. These will focus on experienced faculty members with track records of research accomplishment, success in securing funding support, and serving as a catalyst who enables others within or outside of their disciplines to excel.</p>	<p>See IUB Bicentennial Objective Six</p>
<p>5. IU will provide targeted seed funding and support for faculty in expanding and diversifying sources of external research funding.</p>	<p>See IUB Bicentennial Objective Six</p>

<p>6. IU will continue to invest in the physical and IT infrastructure necessary for twenty-first century research and beyond, through new and renovated laboratory space and continuing investments in cyberinfrastructure, with priorities based upon prospects for research productivity.</p>	<p>7. IUB will continue to provide the technological and research tools to be highly competitive for external funding;</p> <p>8. IUB researchers will engage the Office of the Vice President for Information Technology in all relevant research initiatives to leverage university expertise in advanced computing, information technology, storage, and networks.</p>
<p>Principles of Excellence Three: IU Continuing Priorities</p>	<p>Principles of Excellence Three: IUB Continuing Priorities</p>
<p>1. Provide opportunities for all students, including undergraduates, to engage with faculty in research and creative activities.</p>	<p>1. IUB will work to achieve progress in all Principles of Excellence Three continuing priorities and will put a special emphasis on IU Continuing Priority 3 as part of our ongoing support of the Integrated Program in the Environment and our Commitment to Student Success.</p>
<p>2. Break down organizational silos that impede interdisciplinary research and teaching, intercampus and interschool collaboration, and recognition and rewarding of collaborative activity.</p>	<p>See IUB Bicentennial Objective Five</p>
<p>3. Support innovative campus “living laboratory” initiatives that provide opportunities to integrate campus operations, faculty and student research, education, student life, and community engagement to applied, solutions-oriented sustainability research.</p>	<p>See IUB Bicentennial Objective One</p>
<p>4. Build and support inter-campus collaboration through:</p> <ul style="list-style-type: none"> a. Establishing database to identify opportunities; b. Providing seed funding through the IU Collaborative Research Grants program; c. Coordinating multiple submissions. 	<p>2. IUB will fully implement the CIC UMetrics system.</p>
<p>5. Foster a culture of full compliance with all applicable ethics, safety, and financial requirements, consistent with the <i>Principles of Ethical Conduct</i>.</p>	

<p>6. Work with partner institutions in the AAU and other national organizations to reduce external regulatory burdens on research; undertake continuing review of internal research and related policies and procedures to minimize the administrative burden on researchers, working with the IU Policy Advisory Council, OVPR, and other administrative units.</p>	
<p>BICENTENNIAL PRIORITY FOUR: RE-IMAGINING EDUCATION</p>	
<p>1. IU’s core campus School of Education and the regional campus Schools of Education (collaboratively) will undertake reviews of developments and trends in teacher education and education research, with a view to recommending new approaches, directions, programs, or structures for their respective Schools of Education, with particular attention to addressing large declines in enrollment. The core school and regional campus reviews should occur simultaneously, but should remain in contact with one another.</p>	<p>1. IUB will work closely with the faculty and administration in the School of Education and IU administration to achieve the goals of IU Bicentennial Priority Four.</p>
<p>2. As these reviews proceed, the President will convene a Blue Ribbon Review Committee of external experts and practitioners to react to the reviews and to present their own assessment of future directions for schools of education.</p>	
<p>3. IU’s Schools of Education, with campus and university leadership, will review the internal and external reports, and adopt and implement their recommendations as appropriate, in accordance with IU’s traditions of shared governance. The core campuses’ report will also inform the search for new leadership for that school.</p>	

Principles of Excellence Three: IU Metrics	Principles of Excellence Three: Additional IUB Metrics
<ol style="list-style-type: none"> 1. Amount and diversity of sponsored research. 2. Publication rate and demonstrated impact of faculty according to field-appropriate measures. 3. Establishment of Grand Challenge groups and associated research funding. 4. Number of multi-campus sponsored research collaborations: <ol style="list-style-type: none"> a. Completion of BP 4 internal and external reports during the spring of 2015; b. Assessment and implementation of the recommendations of the reports. 	

**PRINCIPLE OF EXCELLENCE FOUR:
THE INTERNATIONAL DIMENSION OF EXCELLENCE**

<p>BICENTENNIAL PRIORITY FIVE: A GLOBAL UNIVERSITY</p>	<p>IUB BICENTENNIAL OBJECTIVE SEVEN: A TOP-TIER GLOBAL DESTINATION FOR EXCELLENT EDUCATION AND A PREFERRED GLOBAL PARTNER</p>
<p>1. IU will focus its international engagement efforts on its 32 priority countries and their leading institutions, establishing partnership agreements with leading or complementary institutions in all of these countries.</p>	<p>1. IUB will support all its schools and the College of Arts and Sciences in developing active global partnerships, by:</p> <ul style="list-style-type: none"> a. Establishing best practices for staffing and support of international programs and study abroad, and prioritizing funding for those practices; b. Investing in a campus-wide strategy of classroom technological support to connect with our partner institutions; c. Increasing our outreach and impact through high-quality dual degree and certificate programs around the world; d. Ensuring that all schools and the College have active and affordable study-abroad programs for their students; e. Leveraging our international presence across schools and the College by sharing information about international connections and partnerships. <p>2. IUB will enhance its position as a preferred global partner for inter-institutional collaborations, by:</p> <ul style="list-style-type: none"> a. Investing in grand challenges in research that have global impact and hold strong potential for global recognition; b. Rigorously assessing our procedures to be nimble around collaborative opportunities; c. Investing in creative activity that links cultures and communities; d. Leveraging technology in support of inter-institutional collaboration; e. Innovating in multi-institutional relationships.

<p>2. IU will continue to build its international alumni chapters, and will engage alumni in supporting IU’s international engagement efforts, partnership agreements, and philanthropic activities, especially in support of academic units such as SGIS.</p>	<p>3. IUB will build relationships with alumni to further the recruitment of excellent undergraduate and graduate students to our campus, support our Global Corps with opportunities for international service and internships, engage with our classrooms; interact with our faculty on research and funding initiatives, and support the academic mission of our campus philanthropically.</p>
<p>3. IU will establish a Global Gateway Network including five new gateway offices in the Middle East, Europe, Latin America, Africa, and possibly South East Asia.</p>	<p>4. IUB will form country-specific communities of interest to leverage our impact and use of gateways internationally in support of our research and academic programs.</p>
<p>4. IU will increase the availability of a wide range of intellectually and culturally engaging study abroad opportunities for IU students, and increase the number of students who participate in such programs.</p>	<p>5. IUB will achieve global recognition for our internationalization of the curriculum, by:</p> <ul style="list-style-type: none"> a. Creating a campus Global Corps to innovate in immersive global service; b. Expanding dual degree and dual credential opportunities for our students; c. Expanding international internships for our students; d. Investing in the internationalization of programs and course.
<p>5. IU will continue and enhance support for international students and for exchange programs that bring short-term faculty visitors to the university.</p>	<p>6. IUB will position our international students for academic success by aligning our student and residential services, course availability, orientation, and advising with their needs.</p>

Principles of Excellence Four: IU Continuing Priorities	Principles of Excellence Four: IUB Continuing Priorities
<ol style="list-style-type: none"> 1. Internationalize IU by creating a range of international experiences for all IU students, such as study abroad, internships, and other opportunities to engage with persons and issues from other countries and cultures, by: <ol style="list-style-type: none"> a. Increasing the number of students who study abroad; b. Increasing the number of scholarships for study abroad, especially for low income and minority students, through fundraising as part of the Bicentennial Campaign; c. Increasing global cultural competency across the curriculum; d. Increasing the number of qualified foreign students for undergraduate and graduate education, consistent with mission. 	<ol style="list-style-type: none"> 1. IUB fully supports all Principles of Excellence Four continuing priorities and is working actively to implement them across the campus.
<ol style="list-style-type: none"> 2. Diversify (within the context of the priority countries) the countries from which students come to IU and which IU students visit. 	
<ol style="list-style-type: none"> 3. Support research and other forms of engagement between IU faculty and their counterparts at foreign institutions. 	
<ol style="list-style-type: none"> 4. Secure funding from international agencies such as USAID to support selected institution-building efforts. 	
Principles of Excellence Four: IU Metrics	Principles of Excellence Four: Additional IUB Metrics
<ol style="list-style-type: none"> 1. Number of approved study abroad programs and international dual degrees 2. Number of students, from each campus, participating in study abroad programs 3. Number of active alumni chapters in priority countries 4. Extent and usage of IU's Global Gateway Network 5. Number, preparation, and diversity of international students at IU 	<ol style="list-style-type: none"> 1. Launch of Global Corps program.

**PRINCIPLE OF EXCELLENCE FIVE:
EXCELLENCE IN HEALTH SCIENCES AND HEALTH CARE**

BICENTENNIAL PRIORITY SIX: HEALTH SCIENCES RESEARCH AND EDUCATION TO IMPROVE THE STATE AND NATION’S HEALTH	IUB BICENTENNIAL OBJECTIVE EIGHT: INTEGRATING OUR HEALTH SCIENCES RESOURCES TO SERVE THE STATE AND NATION
<p>1. IUSM, and where relevant the other IU clinical schools, will continue to build research capacity in selected areas, with special focus on research in population health management, cancer, cardiovascular disease, the neurosciences, and pediatrics through the Riley Children’s Hospital and Foundation, in order to achieve preeminence in these areas, and to generate increased external research funding from the NIH, DOD, Patient-Centered Outcomes Research Institute (PICORI), and other external sources.</p>	<p>1. IUB will build an integrated identity among our health sciences programs to achieve increased capacity, by:</p> <ul style="list-style-type: none"> a. Convening a Health Sciences Council to provide overarching vision for our programs and evaluate space and programmatic needs and opportunities; b. Seeking interdisciplinary leverage; c. Increasing capacity in high-demand health-sciences programs; d. Seeking opportunities and infrastructure for inter-professional education and degrees; e. Identifying areas of strong research promise; f. Coordinating all activities with the Clinical Affairs Committee.
<p>2. IUSM will work with the clinical schools, other academic units across the university, and IU Health to recruit, mentor, and retain researchers, educators, and clinicians in these key areas, using cluster hires (see Bicentennial Priority Three) and other innovative mechanisms such as joint appointments between schools.</p>	<p>2. IUB will partner with IUSM and IU Health to recruit and retain academic personnel in key areas identified in IU Bicentennial Plan, and to achieve the other priorities identified in Bicentennial Priority Six.</p>
<p>3. IU will invest in the infrastructure to foster collaboration in research and educational programs among the clinical schools and other academic units, in order to increase opportunities for students and researchers, leveraging the Indiana Clinical and Translational Sciences Institute (CTSI) wherever possible.</p>	<p>See IUB Bicentennial Objective Four.</p>
<p>4. IU will coordinate multiple schools, departments, campuses, medical centers, and faculty to develop new inter-professional degrees and special qualifications in the health sciences to better prepare professionals for future team-based and population-focused models of health care delivery.</p>	

<p>5. IU will facilitate public-private and other inter-institutional partnerships to accelerate the translation of discoveries into practice.</p>	
<p>6. IU will work with its clinical partners to increase integration and alignment of services, and with IU Health to address the obsolescence and over-capacity problems at University Hospital and Methodist Hospital.</p>	
<p>7. Every IU campus has important and productive relationships with many community and government partners in health care and public health across Indiana. IU will work closely with these and new partners to ensure that its undergraduate and graduate professional training programs in all of its clinical schools and on all campuses fully meet the health needs of the state. This includes leading a statewide expansion of primary care residencies and other clinical education settings.</p>	
<p>Principles of Excellence Five: IU Continuing Priorities</p>	<p>Principles of Excellence Five: IUB Continuing Priorities</p>
<ol style="list-style-type: none"> 1. Partner with IU Health and other clinical partners to improve key quality and safety measures and reputational rankings at the academic health center. 2. Increase the number of, and patients enrolled in, investigator-initiated clinical trials. 3. Increase the quality and frequency of public-private partnerships through the IUSM Industry Collaboration Portal 4. Create and develop synergies between IU, the Regenstrief Institute, and the Indiana Biosciences Research Institute 5. Address problems of physician number and distribution through expanding residency training in areas of greatest need. 6. Adopt governance structures and funds flow models that maximize the alignment and synergy between the IU health sciences schools and IU Health. 	<ol style="list-style-type: none"> 1. IUB will work to support all Principles of Excellence Five continuing priorities within its distinctive mission and set of resources.

Principles of Excellence Five: IU Metrics	Principles of Excellence Five: Additional IUB Metrics
<ol style="list-style-type: none"> 1. Amount and research funding from the National Institutes of Health (NIH) 2. Amount and diversity of research funding from other sources 3. Demonstrated increase in research output and impact in key fields 4. Degrees conferred across all health professions 5. New inter-professional degrees 	<ol style="list-style-type: none"> 1. AY2015-16: Health Sciences Council convened; council engaged in programmatic and space planning; plan to campus by end of year.

PRINCIPLE OF EXCELLENCE SIX: EXCELLENCE IN ENGAGEMENT AND ECONOMIC DEVELOPMENT	
BICENTENNIAL PRIORITY SEVEN: BUILDING A PROSPEROUS AND INNOVATIVE INDIANA	
1. IU will work with researchers from all campuses, developing a systemic engagement infrastructure that advances the application and transfer of knowledge in the state.	1. IUB will work to achieve progress in all aspects of Bicentennial Priority Seven that are relevant to our campus.
2. IU will work to foster a pervasive entrepreneurial culture at IU benefitting faculty, staff, students, and the greater communities the university serves.	
3. IU will engage and support IU alumni pursuing the commercialization of their own innovations and champion their successes.	
4. IU will engage with community partners and organizations across all sectors, providing relevant, contemporary expertise and services.	
5. IU Regional Campuses will actively engage their communities and regions to develop and deliver education, degrees, cooperative initiatives, and research that address regional needs and opportunities.	
6. IU will initiate a collaboration between IURTC and the IU Foundation to create a fund that will be available to provide capital to innovations generated within the IU ecosystem, with the objective of providing economic benefit to the university.	
7. IU will relocate IURTC's headquarters from its present off-campus location to the Wishard/16 Tech Downtown Technology District proximate to IUPUI.	

<p>BICENTENNIAL PRIORITY EIGHT: TOWARDS A CULTURE OF BUILDING AND MAKING</p>	
<p>1. IU will establish an external Blue Ribbon Committee to assess the viability of establishing a new, nationally competitive program in IT-related engineering on the IU Bloomington campus, based on the recommendations of an internal committee established for that purpose. The internal committee will coordinate its recommendations with the School of Engineering and Technology at IUPUI.</p>	
<p>2. IU will establish a new School of Design and Art to be located within the College of Arts and Sciences at IU Bloomington. Once established, provide it with new facilities to support the expansion of its programs. The School of Design and Art should wherever possible emphasize areas in addition to those offered by the Herron School of Art and Design.</p>	
<p>3. The IU Regional Campuses will develop applied science programs and collaborate with Purdue centers where appropriate to support regional needs for technology education.</p>	

Principles of Excellence Six: IU Continuing Priorities	Principles of Excellence Six: IUB Continuing Priorities
<ol style="list-style-type: none"> 1. Develop university technology commercialization infrastructure to address fast changing needs and emerging opportunities. 2. Connect and deploy university resources to advance economic development across the state and its regions through the IU Council on Regional Engagement and Economic Development (CREED), the Regional Economic Development (RED) Fund, and the Innovate Indiana Network. 3. Engage with economic development efforts and strategic Indiana industry sector associations and advocacy groups, such as the Indiana Biosciences Research Initiative, BioCrossroads, OrthoWorx, Indiana Health Industry Forum, and TechPoint. 4. Encourage and promote university innovation and entrepreneurship through: the Innovate Indiana Fund, the SpinUp program, and development of a new Entrepreneur-in-Residence program. 5. Facilitate university-industry collaboration, identifying opportunities to work in areas such as cybersecurity with Indiana defense-related institutions such as the Naval Surface Warfare Center (Crane), and the Indiana National Guard. 6. Support collaboration between IU and local governmental entities relative to economic development initiatives linked to university's core strengths. 7. Support regional business development in life science, technology and related fields 8. Communicate and promote exemplary economic engagement across multiple platforms. 9. Participate actively in the Lilly Endowment <i>Collaborations</i> grant to counter "brain drain" in Indiana by developing programs in early career awareness, matching careers and curricula, enhancing targeted career skills, expanding experiential and service learning, and creating networks of universities and potential. 	<ol style="list-style-type: none"> 1. IUB will work to achieve progress in all Principles of Excellence Six continuing priorities that are relevant to our campus.

Principles of Excellence Six: IU Metrics	Principles of Excellence Six: Additional IUB Metrics
<ol style="list-style-type: none"> 1. Completion of the internal and external reports engineering programs by the spring of 2015. 2. Completion of appropriate procedures for establishment of School of Design and Art; completion of detailed plan for suitable facilities. 3. Number and subject areas of new regional campus applied science and technology programs. 4. Number and value of patents, licensing agreements, partnerships, and start-ups supported by IURTC. 5. New educational programs targeted to state and regional needs. 6. Number of alumni actively engaged in mentoring and other student-focused activities. 7. Number and value of enterprises funded in whole or in part by the IURTC-IUF capital fund; returns realized for the benefit of the university. 	<ol style="list-style-type: none"> 1. Completion of the internal and external reports on engineering programs by the spring of 2015. 2. Completion of appropriate procedures for establishment of school of design; completion of detailed plan for suitable facilities.

**PRINCIPLE OF EXCELLENCE SEVEN:
EXCELLENCE IN ADVANCEMENT**

ADVANCEMENT BICENTENNIAL ACTION ITEMS	
1. IU will develop the priorities, structure, and communications strategy for the university-wide \$2.5 billion Bicentennial Campaign.	
2. IU will launch the public phase of the campaign in Fall 2015, and successfully conclude it by the Bicentennial.	
3. IU will provide leadership to all IU academic units in developing their specific sub-campaigns, and develop engagement and fundraising strategies for all internal and external stakeholders, such as faculty, students, staff, parents, alumni, foundations, corporations, and other friends of the university.	1. The Provost will work closely with all IUB academic units to support achievement of their campaign goals, and will work closely with campus units outside of the academic schools and departments to develop their goals and align them with the strategic plan.
4. As part for the campaign, IU will develop new organizational systems and processes that will substantially improve the effectiveness and efficiency of future engagement and fundraising.	
5. IU will strengthen the relationship between the Indiana University Foundation and the Indiana University Alumni Association.	

<p>Principles of Excellence Seven: IU Continuing Priorities</p>	
<ol style="list-style-type: none"> 1. Enhance and rejuvenate IUF and IUAA services to, and partnerships with, academic and other units across IU in support of their development goals. 2. Enhance the constituent relations activities of both IUF and IUAA by implementing a new data system that will improve overall engagement with alumni, friends, and other supporters of IU. 3. Expand the IU Foundation’s “junior gift officer program” and align the IUAA “alumni communities program” to cultivate new major gift prospects and engaged leaders across the country and around the globe. 4. Enhance donor stewardship and support programs. 5. Develop a more comprehensive strategy for planned giving. 6. Develop a more comprehensive strategy for securing unrestricted annual funds. 7. Refine the IU Foundation principal gifts program, as well as the IUAA annual giving, membership, and other revenue-generating programs. 8. Expand IUAA initiatives that address emerging alumni needs, such as personal career development and lifelong learning, while also shifting from an events-driven to an initiative-driven approach to engagement. 9. Work with IU units and alumni communities worldwide to develop metrics and tracking systems for managing engagement. 	

**PRINCIPLE OF EXCELLENCE EIGHT:
BUILDING FOR EXCELLENCE**

BUILDING BICENTENNIAL ACTION ITEMS	
<p>1. IU will, subject to the provision of State and other external funding, eliminate all of IU’s deferred maintenance on all campuses, presently totaling about \$625 million, with priority given to renovations critical to the most serious infrastructure and safety needs.</p>	
<p>2. Specifically, IU will develop a three-Biennium request (FY2015-17, 2017-19, 2019-21) to the Indiana General Assembly, to include comparable IU resources, which would give priority to:</p> <ul style="list-style-type: none"> a. Renovation and modernization of the Old Crescent and associated buildings at Bloomington (making the Old Crescent the core of student and academic life on the campus again); b. Renovation and modernization of the Wishard campus in Indianapolis as a true integrated health sciences campus in support of Bicentennial Priority Six; c. Renovation and modernization of Major teaching and research laboratories and facilities. d. Completion of all “large” (that is “whole building”) R&R projects for all campuses e. Completion of all the “small” R&R projects for all IU campuses. 	<ul style="list-style-type: none"> 1. IUB will complete and implement a comprehensive space plan for Wells Library. 2. IUB will complete and implement a plan for the development of an appropriate facility to preserve and make accessible the valuable collections other than books in our museums, schools, and centers and institutes. 3. IUB will complete and implement a comprehensive space plan for the Indiana Memorial Union.

<p>3. IU will implement plans to solidify IU’s focus on efficient and environmentally conscious campus design and operation by:</p> <ul style="list-style-type: none"> a. Completing and implementing pedestrian, transportation, and bicycle sub-master plans on each campus. b. Certifying all major new buildings with the LEED Green Building Certification System and elevate the minimum certification level to Gold. c. Continuing to explore and research a variety of energy and utility supply and delivery options that reflect changes in economies, demand, and climate variables. d. Achieving the goals for energy efficiency and emissions reductions called for in the <i>Campus Master Plan</i> and the <i>Integrated Energy Master Plan</i> for the IU Bloomington campus; expand that analysis to all campuses. e. Increasing energy and utility system efficiency while reducing demand and consumption. 	
<p>4. IU will complete the renovation and upgrading of all student residences at IUB.</p>	
<p>5. IU will construct additional student residences on the IUPUI campus.</p>	
<p>6. IU will complete the IUB Athletics Master Plan.</p>	

<p>Principles of Excellence Eight: IU Continuing Priorities</p>	
<ol style="list-style-type: none"> 1. Develop all campuses in accordance with the current master plans. 2. Focus new capital and major renovation projects on supporting IU's new academic initiatives and its most productive academic units. 3. Give special emphasis on all campuses to improving traffic flow, making them more "pedestrian and bicycle friendly," and to improving parking and alternative modes of transportation for students, faculty, and staff. 4. Enhance the built and natural environment on all campuses to continue to make the campuses attractive and beautiful places for those who work there and their surrounding communities. 5. Expand efforts to make all IU campuses more energy efficient and sustainable. 	

**PRINCIPLE OF EXCELLENCE NINE:
THE CENTRALITY OF INFORMATION**

INFORMATION BICENTENNIAL PRIORITIES	
1. IU will complete the <i>Media Digitization and Preservation Initiative</i> .	1. IU Libraries will partner with OVPIT and OVPR to complete the <i>Media Digitization and Preservation Initiative</i> .
2. IU will develop a detailed university-wide Digitization Master Plan and begin its implementation.	
3. IU will create a robust set of easily accessible services to store, preserve, and provide access to digital collections in all formats; support their use in research, teaching, and learning; and support reuse of research data and work products in all formats.	

Principles of Excellence Nine: IU Continuing Priorities	
<ol style="list-style-type: none"> 1. Ensure that IU continues to provide an outstanding, flexible, and secure IT infrastructure for students, faculty, and staff. 2. Invest in cyberinfrastructure for education and research that emphasizes flexible and scalable high speed computation, massive data storage, and extensive high-speed network connectivity that enables education and research. 3. Implement <i>Empowering People: IU's Strategic Plan for IT</i>, with particular focus on systems for the use of institutional data, supporting student success, and facilitating academic processes. 4. Maintain IU's leadership role in network management and cybersecurity in Indiana, nationally, and internationally. 5. Evolve IU's approaches to data and systems in ways that enable best practices across the university. 6. Align technology-based library and information services with physical library spaces and services. 7. Improve and adapt library services to meet the evolving needs of students and faculty and fit with users' workflows for teaching, learning, and research. 8. Deliver and maintain contemporary enterprise systems to support operational effectiveness and efficiency with a renewed emphasis on analytics for decision support. 9. Support leadership role in sustainable and energy-efficient computing. 	

**PRINCIPLE OF EXCELLENCE TEN:
RESPONSIBLE STEWARDSHIP OF INDIANA UNIVERSITY'S RESOURCES**

STEWARDSHIP BICENTENNIAL ACTION ITEMS	
<p>1. IU will deploy financial tools and analytics that enable better alignment of resources and expenditures with strategic priorities at all organizational levels. Balance decentralized decision making with a culture of transparency, clear goals, and regular assessment.</p>	<p>1. IUB will ensure that all student-facing services are tightly aligned with the academic mission and the goals of this strategic plan, by implementing the Auxiliary Services Report (2014).</p> <p>2. IUB will ensure decisional support through the continued integration of such support in the Budgetary Affairs and Campus Strategic Initiatives unit.</p>
<p>2. IU will enhance procedures for approving academic programs and organization to be streamlined and flexible, and consistent with shared governance and assurance of academic quality and integrity, in order to allow academic units to modernize disciplines and organization, adopt new teaching methods and technologies, quickly seize opportunities, and reach new audiences.</p>	
<p>3. IU's University Human Resources will review all university policies and programs in the following areas for effectiveness and recommend new policies and programs that might be needed. Of particular importance are:</p> <ul style="list-style-type: none"> a. Policies and programs that support an inclusive, respectful, family-friendly, and healthy workforce and work environment b. Policies and programs that support career development and succession for staff members. 	
<p>4. IU will complete the build-out of the university public safety and institutional assurance architecture; establish the culture of compliance called for by the <i>Principles of Ethical Conduct</i>; and maintain national leadership in preparedness and data privacy and cybersecurity.</p>	

<p>5. IU will implement a comprehensive marketing strategy that promotes and celebrates the university's accomplishments; defines and promotes the IU brand; coordinates university, campus, and school branding and marketing; effectively leverages IU's internal creative agency as a competitive advantage; and aligns marketing activities with top IU priorities.</p>	<p>3. IUB will implement a comprehensive communications strategy to keep constituencies informed about initiatives and progress under this plan.</p>
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Principles of Excellence Ten: IU Continuing Priorities	Principles of Excellence Ten: IUB Continuing Priorities
<ol style="list-style-type: none"> 1. Generate additional academic unit revenue through: <ol style="list-style-type: none"> a. Increased retention of enrolled students b. Recruitment of new students and development of new markets c. Expansion of online and other distance opportunities d. Development of new programs and services e. Increased research activity 2. Leverage IU’s scale wherever possible to create greater educational opportunities and to generate efficiencies in new areas. Scale should be used to permit the concentration of resources on strategic priorities, to create broader access to resources available across the university, and to exploit economies of scale. 3. Invest in infrastructure and personnel to assure, consistent with the university setting and local environments, the safety and security of members of the IU community and visitors to our campuses. <ol style="list-style-type: none"> a. Build on the <i>Principles of Ethical Conduct</i> to create a culture of personal and community responsibility for integrity, health and safety, and compliance with internal and external requirements. b. Continue to upgrade the effectiveness and efficiency of IU’s safety and security organizations through unified action and collaboration across campuses and with external safety and security organizations. c. Continue implementing the Student Welfare Initiative. 4. Maintain a strong positive presence, in furtherance of IU’s role as Indiana’s flagship university, with the state and national governments and opinion leaders. 	<ol style="list-style-type: none"> 1. IUB will generate additional academic unit revenue through: <ol style="list-style-type: none"> a. Increased retention of enrolled students. b. Recruitment of new students and development of new markets. c. Development of distinctive masters programs. d. Expansion of online and other distance opportunities, as discussed in this plan. e. Development of new programs and services. f. Increased research activity.

THE BICENTENNIAL PRIORITIES and THE IUB BICENTENNIAL OBJECTIVES

BICENTENNIAL PRIORITY ONE: A COMMITMENT TO STUDENT SUCCESS

Indiana University will continue to enhance its commitment to student success, while earning a degree and afterwards, by adopting innovations and realignments in schools, programs, and course delivery; by assuring systematic review of existing programs; and by ensuring that IU's high-quality education remains affordable.

- **IUB BICENTENNIAL OBJECTIVE ONE:**
A COMMITMENT TO STUDENT SUCCESS THROUGH AN ENGAGED, DIVERSE, AND GLOBAL EXPERIENCE
- **IUB BICENTENNIAL OBJECTIVE TWO:**
A COMMITMENT TO STUDENT SUCCESS THROUGH OUR HISTORIC ACADEMIC STRENGTHS
- **IUB BICENTENNIAL OBJECTIVE THREE:**
A COMMITMENT TO STUDENT SUCCESS THROUGH A SAFE, VIBRANT, AND HEALTHY COMMUNITY
- **IUB BICENTENNIAL OBJECTIVE FOUR:**
A COMMITMENT TO GRADUATE STUDENT SUCCESS

BICENTENNIAL PRIORITY TWO: A COMMUNITY OF SCHOLARS

Indiana University will renew its commitment to the university as a community of scholars that attracts and retains an excellent faculty.

- **IUB BICENTENNIAL OBJECTIVE FIVE:**
A GLOBAL, DIVERSE, INCLUSIVE COMMUNITY OF EXCELLENT SCHOLARS AND TEACHERS

BICENTENNIAL PRIORITY THREE: CATALYZING RESEARCH

Indiana University will engage in strategic hiring, investments in technology, and seed funding to support collaborative faculty research initiatives, with a focus on the grand challenges facing the state, the nation, and the world. IU will continue to support the creative and scholarly activities of its artists and humanists.

- **IUB BICENTENNIAL OBJECTIVE SIX:**
ADVANCING THE FRONTIERS OF KNOWLEDGE

BICENTENNIAL PRIORITY FOUR: RE-IMAGINING EDUCATION

Indiana University's Schools of Education will engage in a process of strategic renewal to best serve the educational challenges of the next century.

BICENTENNIAL PRIORITY FIVE: A GLOBAL UNIVERSITY

Indiana University will develop active partnerships with leading or complementary higher education institutions. IU will sustain active alumni chapters in all of its priority countries in support of study abroad, selective international recruitment, and faculty research and scholarship,

especially in SGIS, the Lilly Family School of Philanthropy, and the Media School. It will complete the establishment of its Global Gateway Network to support these objectives.

- IUB BICENTENNIAL OBJECTIVE SEVEN:
A TOP-TIER GLOBAL DESTINATION FOR EXCELLENT EDUCATION AND A PREFERRED GLOBAL PARTNER

BICENTENNIAL PRIORITY SIX: HEALTH SCIENCES RESEARCH AND EDUCATION TO IMPROVE THE STATE AND NATION'S HEALTH

Indiana University and IU Health, including Riley Hospital for Children, will strategically invest in world-class research and training in selected areas of the health sciences – with emphasis on cancer, cardiovascular disease, and the neurosciences – through targeted hiring, collaboration, and infrastructure investments which have the potential to be translated into new and improved treatments, cures, and procedures. Recognizing our responsibility to take a leadership role in improving health in our state, IU will continue to invest and coordinate its efforts in public health and will seek to work with state government agencies to help address Indiana's public health problems.

- IUB BICENTENNIAL OBJECTIVE EIGHT:
INTEGRATING OUR HEALTH SCIENCES RESOURCES TO SERVE THE STATE AND NATION

BICENTENNIAL PRIORITY SEVEN: BUILDING A PROSPEROUS AND INNOVATIVE INDIANA

Indiana University will contribute to the economic development and prosperity of Indiana by translating the discoveries and innovations of faculty, staff and students into new products, services and companies. A major part of this will involve the strategic transformation of IURTC to ensure it provides the highest quality of support for entrepreneurial activity at IU.

BICENTENNIAL PRIORITY EIGHT: TOWARDS A CULTURE OF BUILDING AND MAKING

Indiana University will explore and pursue the feasibility of establishing new programs in design and engineering on the IU Bloomington campus and technology programs on the regional campuses to meet regional needs.