



**INDIANA UNIVERSITY  
SOUTHEAST**

**Indiana University Southeast  
2021-2026 Strategic Plan**

October 2021

# Indiana University Southeast Vision Statement

As the Strategic Planning Committee began, the Executive Vice Chancellor for Academic Affairs requested the group explore a revision to the campus vision statement. The composition of the vision subgroup and the details on their process are documented separately.

The vision is as follows:

Indiana University Southeast will be recognized as an inclusive, student-centered university that inspires lifelong learning. Regional in focus, global in scope, we will partner with our communities to meet academic, cultural, economic, and environmental needs for a sustainable future.

# I. Recruitment, Marketing, and Community Engagement

**GOAL 1. IU Southeast will diversify marketing and recruitment efforts to expand market reach and increase new student enrollment.**

***Strategies:***

1. Develop a marketing and recruitment plan that clearly differentiates IU Southeast from other local universities to increase new student enrollment.
  - a. Clearly define and develop a shared vision of what differentiates an IU Southeast undergraduate and graduate student experience and opportunities from other local universities.
  - b. Consult with an outside agency to vet our marketing, recruitment and re-enrollment plans.
  - c. Enhance and increase the use of authentic student voices in marketing, particularly on social media.
2. Create and market work-ready credentials and flexible scheduling for working adults.
  - a. Implement additional data-driven marketing campaigns for work-ready certificates and stackable credentials.
  - b. Develop Title IV aid eligibility for appropriate certificates and market [NextLevel](#) certificates and stackable credentials that match high demand occupation categories.
3. Partner with businesses to increase and market employer-paid for credit and non-credit academic programming and training opportunities.
  - a. Establish point of contact, maintain list of contacts and identify liaisons between students/faculty and businesses.
  - b. Improve social media and public relations strategies, including a landing page, that provide employers with information about the benefits of the educational opportunities, talent pipeline development and internship opportunities at IU Southeast.
  - c. Create marketing and public relations strategies that highlight the successes of IU Southeast/business partnerships as they evolve.
4. Develop recruitment and marketing strategies that focus on students most likely to persist such as those with high Grade Point Averages, Advanced Placement credit and athletic participation.
  - a. Identify potential students with these characteristics and develop overlapping marketing and recruitment strategies to increase percentage of these students.
  - b. Increase interactions with programs (e.g., Project Ahead, Upward Bound and GEAR UP) that identify those students more likely to persist from among underrepresented populations.

5. Engage alumni and students in storytelling to highlight and market community/campus partnerships between students, faculty and alumni.
  - a. Develop general branding/print pieces to distribute and direct to the website.
  - b. Implement related digital marketing campaigns.
  - c. Include current IU Southeast students in recruitment and admission events in local high schools.
6. Develop recruitment and marketing strategies that increase transfer student enrollment.
  - a. Simplify the transfer process between IU Southeast, Ivy Tech and Jefferson Community and Technical College to increase direct transfers and access for students with dual credit.
  - b. Implement digital marketing campaigns to emphasize simplified transfer process and enhanced articulation programs.
7. Develop streamlined graduate admissions processes that focus on reducing burdens on students and increasing the campus' ability to share information about graduate recruitment and admissions, continuing to coordinate with the IU Online admissions office on these issues.
  - a. Lessen burden on students transferring within programs by making use of shared transcript storage.
  - b. Make use of the IU graduate application when useful (e.g., international students).
  - c. Provide a centralized service to assist students who experience issues with the application process.
  - d. Build a centralized data platform, similar to undergraduate admissions, that notes numbers of applications and admissions for each graduate program.
  - e. Working with IU Southeast and IU Online marketing and communications, build a centralized platform for created branded materials and marketing and communications pieces that fall with IU standards.
8. Enhance dissemination of information about IU Southeast campus events to increase student, staff and faculty engagement and to create ambassadors for IU Southeast.
  - a. Create and automate a periodic email newsletter directed to faculty and staff that highlights upcoming campus events and upcoming campus deadlines.
  - b. Increase social media coverage after events to enhance awareness of IU Southeast activities.
  - c. Create web page devoted to extra-curricular activities and experiential learning related to instruction to highlight opportunities to prospective students.
  - d. Create experiential major maps to advise students about how to make the most of their college career.

**GOAL 2. IU Southeast will market the long-term value of a college education.**

***Strategies:***

1. Market the value of a college education to employers and community partners to increase enrollment.
  - a. Increase partnerships that provide work experience to students and expose employers to the value of college-educated employees.
  - b. Enhance visibility of community-engaged research and learning experiences to promote the value of a college degree to community partners.
2. Market the value of a comprehensive university to students.
  - a. Utilize available data to inform potential students of career opportunities and salaries in our area by academic program.
  - b. Use student stories of co-curricular activities and experiences to help prospective students appreciate the value of a college degree.
3. Market the ways our programs can prepare students for varied career opportunities.
  - a. Develop materials to demonstrate how interdisciplinary undergraduate paths can prepare students for diverse careers.
  - b. Develop a four-year master plan of skills and experiences that are obtained via an IU Southeast education to share with prospective and current students to show all IU Southeast graduates are prepared for life after college.

**GOAL 3. IU Southeast will develop Prekindergarten through Grade 12 (P-12) partnerships connecting our programs, faculty, staff and current students to prospective students and the community.**

***Strategies:***

1. Partner with middle and high schools to connect our campus to academies/magnets through academic and social opportunities.
  - a. Establish regular meetings with area school superintendents, building staff, and other educators to identify partnership opportunities to reach high-achieving and underrepresented student populations.
  - b. Connect academic units, co-curricular programs and support services as needed to execute partnerships.
  - c. Respond to input that identifies the ways in which IU Southeast can meet needs of P-12 partners.
2. Increase campus diversity through school partnerships that address needs created by demographic changes.
  - a. Create marketing and recruitment materials that are user friendly to culturally and linguistically diverse (CLD) students/families.
  - b. Identify and employ high-impact practices that recruit and retain a diverse student population.
  - c. Increase partnerships with agencies/organizations that support CLD students.
  - d. Develop and deploy recruitment and marketing strategies aimed at addressing the unique needs of students in rural communities.

**GOAL 4. IU Southeast will provide service to our regional community by offering high-quality activities on campus to support P-12 enrichment, community cultural needs and promote lifelong learning.**

***Strategies:***

1. Utilize the Office for Community Engagement to track, create and facilitate events as well as evaluate, increase and enhance programs already in place.
  - a. Host large scale community-focused events, starting with one per year and increasing to one per semester.
  - b. Host academically-focused events for P-12 students by having each school report existing events to the Office for Community Engagement and create new ones with a goal to offer a balanced mix for all ages within each school.
  - c. Increase faculty and staff participation in community engagement events.
2. Create a youth summer camp program for P-12 students with a variety of sections for all ages and interests.
  - a. Resurrect and rebrand Project Ahead, increasing and diversifying options.
  - b. Engage alumni and experts in their field to be involved in camp programs.
  - c. Provide scholarship or paid internship opportunities for IU Southeast students who participate as camp counselors.
  - d. Create and market a “priority admission” program for high school juniors and seniors who attend camp to fast-track IU Southeast enrollment.
  - e. Create opportunities within the summer camp programs that target underrepresented youth.

**GOAL 5. IU Southeast will seek opportunities to increase community use of campus space, facilities, services and grounds, depending upon availability and with a focus on areas or periods of low use.**

***Strategies:***

1. Increase marketing and outreach to promote use of IU Southeast meeting facilities for others to host conferences as well as retreats that utilize lodges, grounds, catering and meeting facilities in the summer.
2. Partner with local municipalities and Healthy IU to promote the IU Southeast campus as a place where the community can engage in physical activity.
  - a. Identify local parks departments and develop a partnership for listing the IU Southeast walking paths and disc golf course on their websites.
  - b. Partner with community organizations to host and engage Healthy IU/healthy community activities that draw in community members as well as faculty, staff and students.
  - c. Build out signage for walking paths and campus sidewalks to enhance usability, visibility and accessibility.



## II. Diverse, Inclusive, Flexible and Student- Friendly Academic Programming

**GOAL 1: IU Southeast will provide educational experiences that attract students and meet their scheduling needs.**

***Strategies:***

1. Support student needs by offering flexible course offerings and modalities.
  - a. Maintain a balance of course modalities by making data-driven scheduling decisions based on student satisfaction surveys and market needs assessment data while keeping within HLC/ICHE guidelines.
  - b. Expand intersession and winter session course offerings.
  - c. Expand 8-week courses in the first and second half of the semester that appeal to students with accelerated academic desires.
  - d. Partner with local businesses to provide virtual and on-site education options.
2. Improve the transfer student experience.
  - a. Utilize the 21 Transfer Friendly Standards as a guide to improving the transfer system, application of transfer credit and transfer services.
  - b. Create a more clearly defined process for students to get credit and information about prior learning assessment for all academic programs.
  - c. Explore and expand opportunities to award credit for prior work experience.

**GOAL 2: IU Southeast will enhance the number of high-impact educational experiences (e.g., internships, service learning, research and study abroad) available to students.**

***Strategies:***

1. Provide faculty with training to successfully develop and implement high impact practices.
  - a. Provide training on different types of career and internship opportunities for faculty integration into curriculum and courses.
  - b. Provide training on best practices in service learning and career discovery and preparation learning in courses.
2. Provide high-impact education experiences through collaboration with community partners.
  - a. Create and market learning communities of two-to-three course clusters that build community and integrate curricular or learning experiences.
  - b. Expand internship and co-op opportunities to enhance the application of coursework in the professional setting.
  - c. Expand the number of faculty that integrate service learning into their coursework.
3. Provide high-impact education experiences through intentional, career-focused programming.
  - a. Expand one-credit career classes in majors that can support it.
  - b. Deliver career-educational guidance in each academic program as early as feasible to optimize the student's ability to attain employment.
  - c. Increase the outreach and engagement of the university Career Development Center to students.
4. Increase opportunities for students to work collaboratively with faculty to develop research and creative projects.
  - a. Expand the number of programs that provide career experiences, research or creativity projects as a part of the curriculum.
  - b. Increase opportunities for students to have virtual and in-person off-campus experiences that enhance learning outcomes, build knowledge, and advance career outcomes or decidedness.
  - c. Expand the number of programs and students that participate in the IU Research and Creativity Conference.
5. Provide high-impact educational experiences through increased alumni engagement in mentoring and instruction.
  - a. Increase alumni connections within the classroom.
  - b. Diversify the current mentoring program by including alumni mentors.
  - c. Host more academic program-specific alumni speaking events.

**GOAL 3: IU Southeast will grow its educational offerings in response to ongoing market demands.**

***Strategies:***

1. Increase student work-ready skill sets to advance their career opportunities.
  - a. Analyze and continually stay informed on specific market demands for majors.
  - b. Continually evaluate the feasibility of creating new undergraduate and graduate programs based on market demand and availability of resources needed to support new programs.
  - c. Create a campus digital badging program to increase the recognition of obtained certifications.
  - d. Explore new opportunities for collaborative degrees, interdisciplinary courses and concentration offerings while being attentive to faculty resources and revenue impact.
  - e. Explore feasibility of establishing more allied health degrees to meet market and community needs.

**GOAL 4: IU Southeast will continue the cultural growth of its campus community.**

***Strategies:***

1. Create an environment of cultural competence cultivating the ability to understand, communicate with and effectively interact with people across cultures.
  - a. Provide continued diversity, equity and inclusion (DEI) education to faculty and staff members.
  - b. Create a DEI guest speaker series focused on faculty, staff and student matters.
2. Support the cultural growth of students.
  - a. Adopt an inclusive pedagogy framework, which focuses on universal design, engaging students in active learning and fostering a growth mindset.
  - b. Monitor and enhance the use of Multicultural Center on campus as a place of belonging on campus
  - c. Continue to assist underrepresented students' building of clubs and events to enhance sense of belongingness, shared mentorship and pride of place.
3. Expand the diverse makeup of the campus community.
  - a. Create and execute a hiring plan to increase the diversity of staff and faculty.
  - b. Establish collaboration between the Office of Equity and Diversity and the Office of Human Resources to create employment feeder programs with Historically Black Colleges and Universities (HBCU), Hispanic Serving Institutions and non-HBCUs with high percentages of minority graduates.

### **III. Student Success and Retention**

**GOAL 1. IU Southeast will establish retention goals for the campus and each academic school.**

***Strategies:***

1. Establish fall-to-spring retention goals for first-year students and transfers based on studies of our peer institutions and other IU regional campuses.
2. Establish fall-to-fall retention goals for first-year students and transfers based on studies of our peer institutions and other IU regional campuses.
3. Establish school-level retention goals based on campus-wide goals.

**GOAL 2. IU Southeast will improve availability and visibility of high-impact practices to all students to increase retention.**

***Strategies:***

1. Increase availability of internship and other experiential opportunities to all students, particularly at-risk students.
  - a. Lower internship credit hour requirements to be in-line with regional universities.
  - b. Increase availability of zero credit hour internship opportunities.
  - c. Seek new resources to fund these opportunities.
2. Increase visibility of internship and other experiential learning opportunities to all students.
  - a. Disseminate and document experiential opportunities that exist within individual programs on social media and the website.
  - b. Integrate Career Development Center support to programs offering experiences through capstone classes, service hours and practicum hours.
  - c. Ensure students are exposed to experiential learning in all degree programs through modalities that work for each program structure and hours requirements.
3. Increase availability of mentorship opportunities.
  - a. Develop short term mentoring through the Career Development Center.
  - b. Facilitate digital mentoring to allow students and mentors to increase interaction.
  - c. Begin a '2 plus 2' mentoring program- first two years with campus mentors and second two years with community or employer mentors.
  - d. Conduct several Collegiate Summer Institutes for all students who wish to attend, targeting at-risk students but ensuring they do not have to self-identify as part of an at-risk group.
  - e. Expand student mentoring by implementing suggestions from the Crimson Ribbon Panel (e.g., broadening success coaching and increasing basic study skills).

**GOAL 3. IU Southeast will provide resources for students, faculty and staff that support the campus mission and increase student persistence.**

***Strategies:***

1. Provide resources for students that increase student persistence.
  - a. Collect data from students, staff and faculty regarding need for and use of persistence-related resources, including personal counseling, advising, tutoring and other student success initiatives.
  - b. Use IU Southeast social media, classrooms, email and other internal marketing to spread information about the resources available to students, faculty and staff at IU Southeast.
  - c. Create resources that are not currently in existence or expand resources needed by the students to increase persistence based on data from students, faculty and staff who work closely with students.

**GOAL 4. IU Southeast will use high-impact practices (HIPs) and resources to promote equity in student retention, academic success and degree completion.**

***Strategies:***

1. Decrease gaps in HIPs among academic programs and resource utilization between subgroups (e.g., first generation college students, underrepresented minority students and early career students), paying particular attention to groups with lower rates of persistence.
  - a. Collect and analyze data to compare utilization rates of HIPs and resources among subgroups.
  - b. Develop mechanisms to enhance utilization of HIPs and resources among subgroups.
  - c. Expand integration of HIPs into academic programs.
  - d. Continue and expand a coaching model of advising that promotes usage of resources and best practices for student success, retention and persistence.
  - e. Develop curricular and co-curricular programming for subgroups of students with historically lower rates of persistence.

**GOAL 5. IU Southeast will enhance engaging online and classroom experiences to build student belonging and learning.**

***Strategies:***

1. Encourage discussion and group-based learning to increase learning, build belonging and student self-efficacy.
2. Incorporate flexible learning opportunities for students to gain skills and knowledge through community partnerships.
3. Encourage events and classroom experiences that increase student interactions and discussions with faculty.

**GOAL 6. IU Southeast will enhance the enrolled student experience to increase retention and build school affinity.**

***Strategies:***

1. Enhance pride of place on campus by increasing student engagement in Campus Life.
2. Improve the quality of student life and services to support student completion.
  - a. Continue to evaluate and identify programs to improve student wellness.
  - b. Expand intramural opportunities to enhance the co-curricular experience.
  - c. Enhance and increase the promotion of student organizations and leadership opportunities.
3. Create a comprehensive co-curricular programming model that includes social, educational, recreational, health and wellness opportunities.
  - a. Seek partnerships across campus to create and promote co-curricular opportunities.
4. Develop a system to survey students to better understand their interests and needs related to student services.
5. Collaborate with alumni affairs to develop a comprehensive plan to build school affinity with current students.

## IV. Continuous Improvement, Data-Informed Planning and Assessment

**GOAL 1. IU Southeast will use data to inform decisions and enhance continuous improvement.**

***Strategies:***

1. Incorporate the assessment process to guide curriculum development and revisions and to enhance student learning.
  - a. Review and revise assessment procedures to ensure best practices are used for courses, programs and campus review.
  - b. Develop a process for normalizing the sharing of assessment between programs and units.
2. Encourage faculty to use a feedback loop demonstrating course learning outcomes, achievement of learning outcomes and modifications made to enhance student achievement of learning outcomes.
  - a. Schools will develop common procedures for faculty annual reports that share faculty use of a feedback loop in learning outcome evaluation to better prepare them for Tenure and Promotion and to more fully integrate assessment into teaching improvement and reflection.
  - b. Develop and report school metrics to ascertain the degree to which faculty use the feedback loop.
  - c. OIE will develop a yearly summary denoting how programs and units (faculty and staff) on campus improved their teaching and delivery of services based on assessment.
3. Develop school-level and unit-level strategic plans and align with campus strategic plan.
  - a. Create committees in each school and unit to develop amended or revised strategic plans to ensure alignment with the campus strategic plan.

4. Implement and assess the 2021-2026 strategic plan.
  - a. Develop an implementation team to advance the 2021-2026 strategic plan.
  - b. Develop measureable outcomes for the goals and strategies within the strategic plan.
  - c. Assign stakeholders to the goals and strategies to advance the strategic plan.
  - d. Identify persons, units and programs who maintain data records needed for assessing strategic plan.
  - e. Create a cross-campus committee responsible for compiling and inserting data into 3-year and final assessments.
  - f. Disseminate report documenting progress towards achievement of goals, strategies, activities and outcomes at 3-year and final strategic plan assessment.



**GOAL 2. IU Southeast will improve the culture of assessment in academic, co-curricular and administrative activities.**

***Strategies:***

1. Conduct annual assessment day for co-curricular and academic programs to promote best practices in assessment.
  - a. Utilize annual assessment reports to identify program needs and focus for annual assessment day.
  - b. Integrate assessment committees (co-curricular and academic) into planning process for assessment days.
  - c. Update faculty and staff on revisions to assessment process at annual assessment day.
  - d. Invite and encourage assessment award winners to present best practices at annual assessment day.
  - e. Identify innovative assessment practices and recruit experts to present at annual assessment day.
2. The Institute for Learning & Teaching Excellence (ILTE) and Office of Institutional Effectiveness (OIE) will provide increased workshops and support for faculty development in assessment.
  - a. Increase partnerships for ILTE and OIE and assessment committees to develop and deliver assessment workshops.
  - b. Increase awareness of assessment workshops or conferences for professional development.
3. Integrate assessment in new employee orientation and for existing employee development.
  - a. Existing assessment committee, ILTE and OIE collaborate to develop a curriculum to promote positive assessment culture and share important practices.
  - b. Incorporate assessment into all new employee orientation.
4. Create assessment awards for academic programs, courses and co-curricular units to recognize best practices and fund assessment development opportunities for faculty and staff.
  - a. Continue assessment award for academic programs.
  - b. Create assessment award for courses.
  - c. Create assessment award for co-curricular and administrative units.
5. Provide opportunities for faculty and staff to share best practices in assessment.
  - a. Invite assessment award winners to present at workshops.
  - b. Create assessment-oriented presentations multiple times per semester.
  - c. Develop and facilitate events for best practices in assessment.
  - d. Highlight programs on biennial and triennial review, as well as co-curricular units who have advanced their assessment program on the OIE website.

**GOAL 3. IU Southeast will structure assessment, data collection and dissemination to increase efficiency and decision-making.**

***Strategies:***

1. Expand co-curricular reporting system.
  - a. Create reporting calendar for co-curricular units to submit assessment reports.
  - b. Form a co-curricular assessment committee for the purposes of reviewing assessment plans and providing assistance to units in need.
2. Reduce the number of academic programs in annual assessment review.
  - a. Develop an assessment advancement schedule for all programs in annual review or biennial review.
  - b. Identify programs to receive assistance from assessment ambassadors or other personnel for the purpose of transitioning to biennial review.
  - c. Build a Faculty Learning Community to fast-track programs to improve their assessment review cycle.
3. Develop a guide to available resources and support for latest assessment, campus survey reports, retention, enrollment, budget and other campus data.
  - a. Conduct additional workshops on using Canvas Outcomes tool for courses and program assessment.
  - b. Promote the use of Qualtrics for program and co-curricular assessment.
  - c. Develop Tableau views to assess relevant strategic plan metrics, school-level and program-level needs.
  - d. Identify, obtain and disseminate reports and surveys conducted by external constituents.
  - e. Create organizational contact charts regarding major data sources.
  - f. Create data trees indicating information sharing pathways for reports and surveys.

## V. Resource Preservation and Enhancement

**GOAL 1: IU Southeast will strategically allocate its *financial* resources to initiatives that further the campus mission.**

***Strategies:***

1. Manage campus resources in accordance with the Higher Learning Commission's standards for resource allocation, planning and institutional effectiveness.
  - a. Use data to reach informed decisions ensuring educational purposes are achieved and internal and external factors are anticipated and considered.
  - b. Continue a well-developed budgeting process that monitors finances and plans on the basis of current capacity and revenue and enrollment fluctuations.
  - c. Continue to link planning and budgeting processes to assessment of student learning and operational evaluations.
2. Allocate and realign funds to support programs and initiatives that recruit, retain and graduate students.
  - a. Utilize the entire scholarship process (from allocation of funds, awareness of opportunities and timely notification of awards) to strategically recruit and retain students.
  - b. Prioritize the allocation of new dollars and reallocation of current general fund dollars to scholarships and high-growth areas, in-demand academic programs and high-impact practices.
  - c. Increase the general fund budget for institutional financial aid for recruitment and retention purposes and to improve the alignment with regional campus peers.
  - d. Explore academic incentive grants to fund ideas generated by the IU Southeast community to support programs that improve diversity on campus.
  - e. Develop actionable plans for any underutilized or dormant accounts with the IU Foundation to bring them current.
3. Recognize and support revenue-generating programs that support lifelong learning while simultaneously utilizing our campus space to its fullest capacity.
  - a. Explore and utilize funding models that support revenue-generating initiatives.
  - b. Build and grow non-credit programming.
  - c. Create a summer camp experience for Prekindergarten through 12th Grade (P-12) students.
  - d. Secure business partnerships for student enrollment, use of campus space for corporate events and conferences and non-credit course offerings.
  - e. Develop a comprehensive plan to host events on campus that incorporates the Ogle Center, Housing and Conference & Catering with the goal of increasing the number of outside events on campus.

4. Secure external funding to support key campus initiatives that recruit, retain, and graduate students.
  - a. Develop a long-term funding plan for athletics that combines internal funding with community support and donor funding to increase scholarships to our athletes and enhance its current teams.
  - b. Secure additional donations for renewable scholarships that can be offered to incoming students to target student retention and persistence, student experiential learning opportunities and study abroad.
5. Secure external funding to support faculty research and scholarly activities; academic schools, programs, and centers; mission-fulfillment initiatives; and institutional operating needs.
6. Establish fundraising priorities for the next University capital campaign.

**GOAL 2: IU Southeast will fully utilize its *physical* resources to support initiatives that further the campus mission.**

***Strategies:***

1. Develop a strategic vision and plan for renovating and repurposing the first-floor stacks of the IU Southeast Library with an emphasis on creating new teaching and learning spaces consistent with the Library's academic mission and in collaboration with the Library faculty and staff.
2. Develop a plan to remodel classrooms that facilitate the use of best practices in teaching, instruction and learning.
3. Re-envision our campus to be more responsive and lively for community activity.
  - a. Host community events throughout the calendar year with an emphasis on revenue-generating events to cover costs.
  - b. Expand homecoming weekend to include lectures, events and campus activities for alumni.
4. Increase daytime and weekend utilization of the Graduate Center for community events and programs.
5. Develop a process whereby the campus website is reviewed and updated on a regular basis.
6. Fully utilize athletic facilities and grounds by expanding Healthy IU offerings to include a disc golf course and an expanded intramurals program.
7. Create a strategic vision to improve highway visibility and recognition of the physical campus.
8. Complete a feasibility study to build a new recreation center or renovate current space on campus to house a fitness center, collaborative student space and after-hours activities.

**GOAL 3: IU Southeast will fully utilize its *natural* resources to support initiatives that further campus and University sustainability initiatives.**

***Strategies:***

1. Expand sustainability stewardship, practices and preservation of natural resources.
  - a. Raise campus sustainability awareness by creating a dedicated webpage featuring academic programs, activities, events, projects, initiatives and clubs.
  - b. Collaborate with the IU Environmental Resilience Institute to create a sustainability awareness community engagement plan.
  - c. Develop a campus climate preparedness and resilience plan.
  - d. Reduce energy consumption and carbon footprint through establishing a campus greenhouse gas emission reduction plan, converting all parking lot and walkway lighting to LED and installing two dual port electric vehicle charging stations in the Central parking lot.
  - e. Increase local variety tree plantings and no mow zones.
  - f. Develop energy consumption carbon neutrality plan.
2. Obtain campus sustainability certifications.
  - a. Achieve a STARS (Sustainability Tracking, Assessment and Rating System) rating of “silver” by the Association for the Advancement of Sustainability in Higher Education (AASHE).
  - b. Achieve the Tree Campus Higher Education designation by the Arbor Day Foundation.

**GOAL 4: IU Southeast will fully utilize its *human* resources to support initiatives that further the campus mission.**

***Strategies:***

1. Support the lifelong learning of faculty and staff.
  - a. Continue funding for faculty and staff professional development.
2. Support faculty research and scholarly activities.
  - a. Continue funding for faculty research and creative work.
  - b. Develop innovative strategies to support scholarly activities of faculty.
  - c. Encourage faculty dissemination of research at local, regional, national and international events.
  - d. Encourage, mentor and support faculty applications for IU and external grants.
  - e. Advance faculty awareness of external granting agencies and IU resources (PIVOT, proposal development assistance).
3. Support the health and wellness of faculty, staff and students.
  - a. Utilize the wellness coalition in partnership with Healthy IU to host walks.
  - b. Promote Healthy IU events and activities including group fitness classes and outdoor fitness areas.
  - c. Include health and wellness information in new employee orientation.
  - d. Promote health and wellness options to incoming students during student orientation and First Year Seminar.
  - e. Educate all staff and faculty on programs (food pantry, emergency funding and counseling) available to support students in need.
  - f. Develop “Wellness Wednesdays” program for faculty, staff and students.
  - g. Develop partnerships with local community organizations, groups, gardens and farmer’s markets to promote healthy eating and learning in our community.
4. Formally recognize achievements of faculty and staff in retention, student success, diversity and revenue generation.
5. Develop additional training for faculty and staff that sensitizes them to cultural differences between groups and supports a more inclusive campus.
6. Monitor staff and faculty engagement levels to ensure that IU Southeast remains a workplace of choice in the region.