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Campus Evaluation Visit Report Form

Name of Institution: Indiana University Purdue University at Columbus (IUPUC)

Name/Address of Branch Campus: 4601 Central Avenue, Columbus Indiana 47203

Date of Visit: November 6, 2012

Reviewer(s): Dr. Mark Cummings, Michigan State University; Dr. Barbara Bardes, University of Cincinnati

Individuals who met with the Reviewers: the Executive Vice Chancellor and Chief Academic Officer for IUPUI (Indiana University Purdue University Indianapolis), the Vice Chancellor and Dean for IUPUC, his cabinet including the Assistant to the Chancellor for Strategy, the Associate Dean for Academic Affairs, the Director of Institutional Research, and the Director of Student Affairs; six IUPUC students; the Division Heads of Science, Nursing, Education, Business, Liberal Arts, University College, and Mechanical Engineering, and representatives of the Board of Advisors.

Principal Documents, Materials, and Web Pages Reviewed: IUPUI Self-Study Report; IUPUI Chancellor's Annual Report to the Community; Chancellor's Guideposts 2011; Campus Institutional Portfolio; Goals for Implementing IUPUI's Mission; IUPUI Performance Reports; Office of Diversity, Equity, and Inclusion; Office for Women; Office of Equal Opportunity; Lesbian, Gay, Bi-sexual, and Transgender Faculty-Staff Council, Asian Pacific American Faculty-Staff Council, Staff Council; Diversity Cabinet; Black Faculty-Staff Council; Latino Faculty-Staff Council; Multicultural Success Center; Office of Adaptive Educational Services; Agendas and Minutes of the IU Board of Trustees; Common Theme Project; Honors College; Principles of Undergraduate Learning; Principles of Graduate and Professional Learning; Update on the IUPUI Academic Plan (2011); RISE; Academic Plan for Implementing IUPUI's Mission; IUPUI Faculty Handbook; IUPUI Student Handbook (The Code of Student Conduct); University Policies (Select Areas); IUPUI Police; IUPUI Faculty Council; IUPUI Student Government; and IUPUI Staff Council.

Overview

Provide background information about the institution's general approach to branch campus instruction. Describe the growth pattern at the institution since the last review, if applicable. Provide information about the involvement of external organizations or other higher education institutions.

- Indiana University Purdue University Indianapolis (IUPUI) has only one branch campus, which is locally known as a "center." Both flagship institutions, Purdue University and Indiana University have their own systems of branch campuses which are accredited separately. Core schools such as Medicine and Social Work at IUPUI offer degree completion courses at a number of those branch campuses. For example, the School of Social Work at IUPUI offers coursework at seven Indiana University branch campuses. Faculty and curricula offered at a branch campus or at the Columbus center are approved by the appropriate school dean, graduate or undergraduate councils at the home institution for that program unless the program is specifically approved by the Indiana

Commission on Higher Education to be offered at Columbus. In this latter case, faculty and curricula for the program are guided by faculty governance at Columbus.

Since 1994, IUPUC has been given its own name – Indiana University-Purdue University Columbus – and considered an extension center of IUPUI with its own administration and governance structure. The Vice Chancellor/Dean of the campus reports to the Executive Vice Chancellor and Chief Academic Officer at IUPUI. Growth at the Columbus center has been steady with enrollment increasing from 1,459 students to more than 1,700 over 10 years.

- The Columbus center shares a campus with two other institutions of higher learning: Ivy Tech Community College and the Purdue University College of Technology. The three institutions share the campus, the library (Learning Center) and space in the new Advanced Manufacturing Technology building. This collaboration between the three institutions is strongly supported by the Community Education Coalition, a non-profit community organization that raises funds and supports the improvement of education throughout the Columbus region. The Education Coalition raised funding for the Advanced Manufacturing Building and seeks an expanded presence for higher education in their region. The non-profit is represented at IUPUC through its presence on the Board of Advisors for the center.

History, Planning, and Oversight

Evidentiary Statements

- Indiana University-Purdue University Indianapolis at Columbus began in 1970 as an extension of IUPUI to offer classes for an underserved area of the state. In 1984, the state legislature approved an appropriation for the renovation of a former military building at the local airport and the construction of science and technology labs. This appropriation was matched by one from Indiana University's trustees for further renovations.
- The IUPUC center has added a number of degree programs over the years with each approved by IUPUI and the Indiana Commission for Higher Education (ICHE). These have been added according to the strategic plans adopted by the campus. The most recent Strategic Plan identifies four priorities for the campus: Regional and Global Impact, Academic and Scholarly Achievement, a Welcoming Campus, and Collaboration and Service. The center has also developed, in collaboration with its institutional partners, a Master Plan for the development of the campus in the future. The Strategic Plan was created by working closely with the Community Education Coalition and the planning sessions included almost one hundred stakeholders.
- To carry out its plans for the future, the center's administration added a Special Assistant to the Chancellor for Strategy as well as the Assistant to the Vice Chancellor for External Affairs. The center, like all other IUPUI schools, operates on a Responsibility Center Management model so that it must support its own activities. Like any other RCM-based unit, the center will add programs and faculty as it increases its enrollment and enhances its revenues. Growth over the last ten years has been steady but not exceptional. Most recently, the center has added several programs to meet community needs. A M.A. in Mental Health Counseling has been approved by the ICHE for offer as an IUPUC degree program. A BSN in

Nursing and a B.S. in Mechanical Engineering are IUPUI programs that have been extended to IUPUC. If these programs begin to expand and enrollments rise, the center plans to develop more degree programs according to its plans.

Opportunities for Improvement

IUPUC has significant community support for its planning processes. The center can only be encouraged to work even more closely with the local community partners. Although cross-registration with Ivy Tech is possible, cross-registration, close cooperation in recruiting students and the offering of remedial courses by Ivy Tech, and clear transitional paths from Ivy Tech to baccalaureate programs at the center should be emphasized to increase enrollment.

Concerns – None.

Judgment of reviewer

- ✓ The evidence indicates that the institution fulfills the expectations of the category.

Facilities and Technology

Evidentiary Statements:

- IUPUC is located in an educational center that includes an IUPUC building, a city-owned and managed educational building, and a branch of Ivy Tech Community College. Educational services are shared and meet the needs of students, faculty, and staff. The library is equipped with an ample number of study carrels, computer stations, printed books and journals which is more than adequate given the size of the institution. Students and faculty belong to Indiana University which gives them electronic access to the university's library resources.
- Most classes are designed for less than thirty students. Within the educational center, there are over fifty classrooms of varying sizes and designed to meet instructional needs of faculty. With a largely commuter student population, classrooms are used extensively for day and evening instruction. There is sufficient classroom space to meet current needs and to accommodate the projected growth included in the institution's strategic plan.
- Buildings on the IUPUC site are no higher than two stories. Students, faculty, and staff with special needs can readily access classrooms on both floors. Handicap parking is located in close proximity to entrances. Students have several locations, both indoors and out, for relaxation designed to reinforce the theme of offering a welcoming environment to students. A bookstore, locations to purchase snack items, and areas to socialize are readily available.

Opportunities for Improvement

Should the campus have future opportunities to expand its footprint, it has sufficient space to erect new buildings and parking on its current site. The unique partnership with the city and local

business support for buildings of architectural distinction are not commonly found in academia. When resources permit the development of new degree programs or expansion in existing programs that require more space, collaboration with the municipality of Columbus and the economic pillars of the local community should be included in the planning and, if possible, the financing of new projects.

Concerns – None.

Judgment of reviewer

- ✓ The evidence indicates that the institution fulfills the expectations of the category.

Human Resources

Evidentiary Statements:

- A careful review of the organizational chart indicates that IUPUC is set up to meet the human resource needs of students and faculty. Many individuals serving in these staff positions are long-serving in their roles, experienced, and qualified with appropriate educational background and training. In many areas, close coordination and standardization of policies and procedures is evident between personnel at IUPUC and their counterparts at IUPUI.
- IUPUC prides itself in offering a family-oriented and supportive environment that has proven to be successful in attracting qualified faculty. In addition, the leading corporation in the community supports a highly educated cadre of employees with advanced degrees, several of whom have a demonstrated interest in teaching and are included on the adjunct faculty. As a result, the qualifications of the faculty at IUPUC, both full time and adjunct, exceed the expectations of an institution of its size and rural location.
- Faculty effectiveness is assessed in accordance with the evaluation system also used at IUPUI. Recruitment is conducted in a manner consistent with policies found in public institutions of higher learning. Funds raised by the IUPUC Board of Advisors are given to faculty to attend national meetings, participate in faculty development programs, and for the conduct and dissemination of research findings. A demonstrated effort has been made by administration to enhance teaching effectiveness and skill acquisition which has generated a high level of morale among faculty

Opportunities for Improvement:

Many staff and faculty have been with IUPUC for several years and it can be assumed that the majority of them will finish their careers there. It appears that a cohort of current division heads and administrators will be retiring within the same span of time. In a smaller institution especially, the departure in quick succession of a few key faculty and staff can blunt efforts to sustain progress in achieving organizational goals. For these reasons, leaders at IUPUC should give attention to succession planning as one way to minimize foreseen transitions that the center will inevitably face.

Concerns – None.

Judgment of reviewer

- ✓ The evidence indicates that the institution fulfills the expectations of the category.

Student and Faculty Resources and Support

Evidentiary Statements:

- Student services are clustered in the same location at the educational center and within easy access to students. Strong attention to student life issues for enrollees at IUPUC is a sentiment that was avidly supported by interviewed students. Programs in place include special attention to mentorship, practical work experience with community leaders in their chosen discipline, and noted efforts in career placement.
- IUPUC has kept pace with technology and offers multiple avenues in which faculty, students, and staff can connect with service units. Systems are in place that allow individuals to contact staff members in person, by phone, or via computer. The IUPUC web site is well organized, comprehensive, and accessible in explaining the services offered. Faculty reported a high degree of satisfaction in being able to log into the IU library and find necessary electronic resources directly from their offices. IUPUC has created an Ombudsman position to handle situations that may arise and require mediation within the institution.
- Students have organizations and club activities supported by IUPUC that are inclusive of school personnel. Resources are provided to enhance the classroom experience and allow students to explore different career options and to develop leadership skills. It was often stated by students, administration, and faculty alike that the needs of the IUPUC student are different from those of IU and IUPUI and the programs in place at Columbus are designed to meet their needs. Judging from levels of satisfaction expressed by interviewed students, IUPUC has been successful in identifying and addressing the support services desired most by enrolled students.

Opportunities for Improvement – None.

Concerns – None.

Judgment of reviewer

- ✓ The evidence indicates that the institution fulfills the expectations of the category.

Educational Programs and Instructional Oversight

Evidentiary Statements

- The Columbus center of IUPUI now offers bachelor's and master's degrees in business, the bachelor's degree in education, nursing, mechanical engineering and psychology and the master's in mental health counseling. The curriculum is closely coordinated with that of IUPUI and the faculty is recruited, promoted and tenured through a complex system of committees at the center level, the sponsoring core college level and the appropriate university level. Department heads at the center report to their deans (or the equivalent) at IUPUI as well as to the IUPUC Vice Chancellor and Dean.
- The consistency of the curriculum, course offerings, availability of courses, faculty assignments, and graduation requirements are directed by the center's department heads and Associate Dean for Academic Affairs. As noted above, each department head reports to his or her dean at IUPUI or IU or Purdue. Interviews with the students indicate that they are well-served at the center.

Students are able to complete their degree programs in four years, have no difficulty accessing courses to complete their programs, and have excellent advising resources. Students also commented on the attention paid to their needs by full-time and adjunct faculty alike. They particularly praised the adjunct faculty who are also leaders in the community.

Opportunities for Improvement

The promotion and tenure process for faculty in some programs seems to have more levels than necessary but this is a result of the complex structure of IUPUI. It does not appear to harm faculty but it is very complex. Any simplification of this process would be a good idea.

Concerns – None.

Judgment of reviewer

- ✓ The evidence indicates that the institution fulfills the expectations of the category.

Evaluation and Assessment

Evidentiary Statements

- IUPUC has modeled its system of program review and assessment on that of IUPUI: with the leadership of the IUPUC Director of the Office of Institutional Research, the center assesses learning in general education in its courses, conducts peer reviews of all programs offered, and then oversees reviews at the center level.
- To coordinate this process, the center has created the IUPUC Assessment Team that is composed of program assessment coordinators in each department. The Team reports its findings to the IUPUI Program Review and Assessment Committee. In addition, the center relies on the IUPUC General Education Board to oversee assessment of general education. Course evaluations are conducted in every course each semester and the results of these and the assessment data are used to improve instructional methods and the curriculum.
- All of these processes mirror the activities that take place at the IUPUI main campus and the Director of Institutional Research and the committee chairs coordinate their efforts with the parallel committees in Indianapolis. Faculty members who are charged with assessment or retention efforts sit on the university-wide committees in Indianapolis as well.
- The effort of IUPUC to ensure transparency and public awareness of its assessment activities is praiseworthy. The reports of each program are easily accessible through the center's website and the reports are posted in full. These reports underscore the scope of the assessment effort at IUPUC and the importance placed on the results.

Opportunities for Improvement – None.

Concerns – None.

Judgment of reviewer

- ✓ The evidence indicates that the institution fulfills the expectations of the category.

Continuous Improvement

Evidentiary Statements

- As noted above, the center has set forth four strategic priorities developed in concert with faculty, students, and community stake-holders. These priorities support the center's mission to serve its region. The strategic plan and its specific objectives are available on the center's website. The document is a dynamic one which allows participants to update their accomplishments and departments to revise their objectives. The center maintains an easy-to-follow scorecard of its continuous improvements. The planning process is robust and supported by the Board of Advisors and community members. The appointment of a Special Assistant to the Chancellor for Strategy and a number of other administration position dedicated to assessment and program review are evidence of a commitment to continuous improvement and planning. All of these efforts are coordinated by the Vice Chancellor who reports to the Executive Vice Chancellor of IUPUI.
- The campus has ambitious plans for its future and is pursuing them through the efforts of its faculty and community supporters.

Opportunities for Improvement

- There is some hint of tension between IUPUI and the Columbus center over the pace of its efforts to grow and the need to raise revenue from enrollments. The center and the main campus need to work closely together at the highest levels of administration to assure that the center's growth and perhaps evolution into a branch campus occurs with planning and collaboration at every step.

Concerns – None.

Judgment of reviewer

- ✓ The evidence indicates that the institution fulfills the expectations of the category.

SUMMARY

Indiana University-Purdue University Columbus is an effective education center serving the citizens of southern Indiana, a region which is growing in manufacturing and information technology. Given the strong support of the community for the center and for the entire campus, including the Purdue University College of Technology and Ivy Tech, the center should be able to plan for its future, obtain the resources to support its planning, deliver educational programs effectively, and serve students well for the next decade. The relationship between the center and IUPUI is strong and the university has appropriate oversight of the Columbus center.