

Strategic Plan Development

INTRODUCTION

Since March 21, 2008 the Indiana University South Bend community has been engaged in an external environmental scanning process. Environment scanning is a process of collecting information and analyzing forces of change external to the university. The goal is to identify future trends with a view on generating strategies, which will guide development of an effective university strategic plan.

What follows is the draft of the vision, mission and goals of a strategic plan for Indiana University South Bend. This plan is a result of core set of trends and SWOT analysis that lead to the drafting of this plan. The brevity of the plan reflects the end result of putting hundreds of pages of research and information, and numerous hours of work and thought into a crucible to distill the essence of IU South Bend's purpose. You may review snapshots in time of the entire process at http://www.iusb.edu/~iusboir/Strategic_Planning.shtml.

Thank you to all the community leaders and strategic thinkers that gave of their time to provide input to IU South Bend. Thank you to Chancellor Una Mae Reck who supported the process. Thank you to all the team members of the environmental scanning groups, Campus Directions Committee, and Strategic Planning Advisory Board for all their hard work, and a special thanks to Joel Lapin for working with all of us in drafting our next strategic plan.

VISION

A vibrant learning environment where effective teaching, scholarship, and civic engagement prepare all students to realize their full potential.

MISSION

Indiana University South Bend is the comprehensive undergraduate and postgraduate campus that serves North Central Indiana and is a regional campus of Indiana University. The campus values excellence in teaching, student-faculty interaction, research and creative activity, diversity and inclusivity, a global perspective, and collaboration in life-long learning. IU South Bend develops engaged citizens prepared to build strong communities.

STRATEGIC GOALS:

1. To provide an affordable and accessible high-quality education.
2. To support the discovery of new knowledge through research and creative activity.
3. To increase student retention and degree completion.
4. To increase experiential and global learning.
5. To increase the diversity of our faculty, staff and student body to levels more reflective of our community
6. To be an environmental steward and to support the economic, social and cultural vitality of the region.
7. To assess and incorporate new technologies to meet campus priorities.
8. To provide a quality working and learning environment for students, faculty, and staff.

CORE ENVIRONMENTAL TRENDS AND SWOT ANALYSIS

BACKGROUND:

Teams of scanners were organized around broad taxonomy areas of the external environment, which included competition, demographics, economics, education, labor force, politics, social/values/lifestyles, and technology. Each team worked independently throughout the summer and fall to research the trends they felt would constitute significant forces of change over the next 3 to 5 years.

The trends were reviewed by Mr. Joel Lapin, our environmental scanning and strategic planning consultant, and sent back to IU South Bend for revision. A second review was conducted by Mr. Lapin to fine tune the trend statements and rationale for each statement. IU South Bend's Office of Institutional Research completed the assembly of the final document, which included a review of responses from a community leader survey to note any corroboration with our list of trend statements and a review of recent news for any emerging issues.

The Office of Institutional Research distributed the final trend statements to a number of university entities as well as community "strategic thinkers" to ask for assistance in the next phase of the planning process. Mr. Joel Lapin facilitated a pair of forums on Friday, April 24, 2009 in order to document community and campus input about the trends. The individuals in attendance at the forum workshops drew implications for the community and IU South Bend based on the external trends in this document. The implications were then turned over to the IU South Bend Campus Directions Committee (CDC) in order to refine the initial work done on a Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis.

The final workshop with the CDC, Chancellor's Cabinet, and Mr. Joel Lapin occurred on June 8-9, 2009, and over a period of two days thoughtful consideration was given to the environmental scanning trends and SWOT analysis as to which items were core to drafting a strategic plan for IU South Bend. The workshop was wrapped up the second day by completing a vision statement, a mission statement, and broad goals that would map a course for IU South Bend between 2010 and 2015. The goals are designed to provide focus for our tactics and actions in the short term plans that will be developed in order to achieve these goals.

TRENDS

Competition 4: Affordability of Higher Education

Colleges and universities are facing major issues related to the financing system and managing affordability. Many are attempting to respond to these issues and remove financial obstacles, especially those related to individuals from low-income backgrounds.

Demographic 4: Racial/Ethnic Diversity in Indiana

Indiana expects to see an increase in racial/ethnic diversity. Racial underrepresented groups in Indiana are projected to grow from 11.6 percent of Indiana's population in 2005 to 14.4 percent of the population in 2030. Hispanic ethnicities are expected to grow from 4.5 percent of Indiana's population to 8.1 percent of the population by 2030.

Labor Force 4: Healthcare

Healthcare related occupations in Indiana Economic Region 2 are projected to increase by over 20% from 2004-2014.

Education 3: Accountability in Higher Education

Publicly-funded colleges and universities will be subject to increasing demands for accountability in a number of areas such as degree completion, retention, costs and spending, programs of study, learning outcomes and overall institutional transparency.

Economic 4: Michiana's Shrinking Economy

The economic base of the Michiana region is shrinking as evidenced by recent declines in production and employment, and this downward trend is likely to continue for the foreseeable future.

Labor Force 10: Skill Level of Workforce

Over the next 25 years or so, as better-educated individuals leave the workforce they will be replaced by those who, on average, have lower levels of education and skill.

Technology 4: Virtual Environments

Use of technologies such as distance learning, telecommuting and videoconferencing will likely increase in the next 3-5 years.

Social, values, and lifestyle 1: Sustainability

The shift to valuing and practicing environmental sustainability and improving the environment for the future will continue to grow and become even stronger over the next 3-5 years.

Political 8: ICHE's Reaching Higher Plan

The Indiana Commission on Higher Education (ICHE) will implement new strategic policies outlined in the "Reaching Higher" document by 2012, and will incentivize institutions with formula funding based on numerous output metrics, including degree completions and completion rates.

STRENGTHS, WEAKNESSES, OPPORTUNITIES, AND THREATS

Strengths

- Accessibility and affordability
- Excellent and engaged faculty and staff
- Positive relationships with the community and state

Weaknesses

- Less nimble
- Overreliance on adjunct faculty
- Lack of consensus for resource allocation within IU South Bend

Opportunities

- Occupational growth in technology, health & wellness, and business
- Commission of Higher Education: Reaching Higher Plan
- Distance Education
- Partnerships with Ivy Tech and feeder schools

Threats

- Less state funding
- Competition for faculty and students
- Shrinking local economy