Dear Friends—

The Office of the Executive Vice President for University Academic Affairs (OEVPUAA) encompasses a widely varied portfolio, and the constituent parts share a common goal of bringing together campuses and campus units to take full advantage of the collective scale and diversity of Indiana University to assure that IU thrives in the 21st century. Our mission statement reflects this shared goal:

The Office of the Executive Vice President for University Academic Affairs builds for the future of Indiana University by ensuring a strong and forward-looking organizational basis for the university’s core missions of excellence in education, research, and engagement.

We fulfill this mission across nine major functional areas:

- University Academic Affairs
- University Faculty Relations
- Regional Campus Affairs
- IU Online
- University Student Services and Systems
- Institutional Research and Reporting
- Public Safety and Institutional Assurance
- Strategic Planning
- University Policies

The common thread stitching these offices together is the development of productive relationships among the university’s many elements, which is especially important for a university that operates as both a singular institution and a statewide system. Because both aspects—the whole and the parts—are essential to the overall success of the university, OEVPUAA concentrates on supporting collaboration among campuses.

As we enter IU’s Bicentennial year, OEVPUAA recognizes and celebrates our achievements while we re-examine and reflect on our mission and how we will realize it in the university’s third century.

John S. Applegate
Executive Vice President for University Academic Affairs
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The measure of any university’s success begins with its faculty. They generate new knowledge through pure and applied research; they provide valuable service to their disciplines, their communities, and the university; and above all, they deliver the curriculum that draws students to Indiana University.

Nourishing a Community of Scholars

Universities are often caricatured as overly introspective, but the fact is that in the 21st century the greater concern is the many centrifugal forces which draw faculty members’ attention away from their home disciplines: the ready ability to connect with colleagues at other institutions, new research and teaching technologies, and a healthier balance of domestic responsibilities, to name a few. OEVPUAA is working with the University Faculty Council (UFC) to develop, under Bicentennial Strategic Priority Two, a vision for the university of the future that assures that we maintain an active academic community at IU for the benefit of students, faculty colleagues, and ultimately the quality of IU’s education and research.

Recognizing the contributions of non-tenure-track faculty

A two-year process led by the UFC culminated in a resolution by the Indiana University Board of Trustees to create a new, top tier within the Lecturer rank. “Teaching Professor” is now the highest rank to which a non-tenure-track (NTT) faculty member may be promoted, and implementation is planned so that eligible NTT faculty may begin applying for promotion to this rank in 2020. The creation of this new rank reflects the important contributions to the university’s academic mission made by these dedicated teachers, and it mirrors the three-tiered professional progression available to tenure-track and clinical faculty.

Revisiting academic policies and procedures for the university’s third century

The UFC has undertaken an initiative to review and update the approximately 80 policies that affect the academic endeavors of faculty, librarians, researchers, and students. These polices, adopted by either the UFC or the Board of Trustees, touch every aspect of the academic life of the university, from the Code of Academic Ethics and the Code of Student Rights, Responsibilities, and Conduct, to policies designed to prevent and address research misconduct by faculty and cheating and plagiarism by students. In support of this initiative, the UFC amended its Constitution to create a new standing committee dedicated to ensuring that the university’s academic policies remain relevant, sound, and up to date as IU’s third century begins.
The university experience provides opportunities for students to create bridges to their academic and career aspirations. When faculty, staff, and administrators work collaboratively and respectively, the benefits of knowledge and understanding enable students to have an impact on our communities, our state, the nation, and the world.

University-wide teaching initiatives and FACET

In 2017, President McRobbie challenged the university community to renew its commitment to excellent teaching. The Faculty Academy on Excellence in Teaching (FACET), a long-standing, faculty-led organization that promotes teaching excellence, selects a new group of members each year from a pool of candidates representing a wide range of academic disciplines across the IU campuses. More than 600 FACET members contribute their experience and skills to activities and programs that advance IU’s faculty teaching mission.

Advancing scholarship of teaching and learning

The Mack Center for Inquiry on Teaching and Learning, administered by FACET, awarded 12 travel grants to faculty members presenting Scholarship of Teaching and Learning (SoTL) work at conferences. The Mack Center also funds fellowships for research on teaching and learning, with four fellows chosen for the 2018–19 academic year and two chosen for the 2019–20 academic year.

Two fellows were chosen for the Bender FACET Fellows program, which works to expand FACET’s statewide program and to encourage future leaders.

With FACET’s support, 11 mini-grants supported high-profile teaching and learning events on IU campuses, including the SoTL conference at IU Southeast; the E.C. Moore Symposium at IUPUI; and the Teach, Play, Learn educational gaming conference at IU South Bend.

In the 2018–19 academic year, 12 faculty members requested a peer review facilitated by a FACET-trained reviewer, and 10 participants completed online peer review training.

The FACET-sponsored Journal of the Scholarship of Teaching and Learning received 186 submissions and garnered nearly 113,000 page views.

Advancing a community of excellent instructors

Events including FACET’s annual retreat and the FACET Associate Faculty and Lecturer Conference (FALCON) provide, respectively, personal and professional development opportunities for FACET members and for part-time and associate faculty from higher education institutions.

The 2018–20 FACET Leadership Institute is a 12- to 18-month themed project focused on enhancing the university learning environment. Fifty-four participants across all IU campuses are currently working on the theme “Multiple Inequalities in Higher Education.”
Honoring IU’s commitment to veterans

As part of a continued focus on veteran friendliness, IU works to identify and remove barriers that could prevent military veterans from enrolling, including reviewing issues with transfer credit.

University Student Systems and Services (USSS) aided IU Bloomington in the development of Operation Hoosier Promise, a strategic plan for veteran recruitment and retention.

To assist veterans in their academic experience, USSS developed a Student Military Leave of Absence Policy and compiled more complete information for admissions for veterans and other military groups.

During the 2019–20 academic year, Jeff Oury and Stephen Donovan, two Tillman Scholars—active duty military, veterans, or spouses chosen by the Pat Tillman Foundation—will attend Indiana University.

Supporting student access and success

On every IU campus, within every unit, the Office of Completion and Student Success (OCSS) provides a structure and culture that supports student access and success. Working collaboratively throughout the university, OCSS facilitates and coordinates IU students’ paths to graduation via a deep commitment to proactive advising and guided pathways to success.

Deepening engagement with students

Stemming from a desire to engage with students beyond administrative topics, OCSS developed the Coaching Conversations program, free to IU employees. Participants who complete the 10-day training can receive a board-certified coach credential through the Center for Credentialing and Education. In the program’s inaugural year, nearly 50 people took part in the coaching cohort and 11 people made up the trainer development cohort.

Launching Teaching.IU

Teaching.IU connects instructors to university-wide resources and communities of educators across IU. The mission of the site is to gather and curate a wide array of teaching resources, available to all instructors. This ongoing collaborative effort includes FACET, University Information Technology Services (UITS), campus teaching centers, and faculty.

Supporting advisors

OCSS works to ensure student success by providing academic advisors with a wealth of resources. Training modules in IU Expand offer introductory courses for new advisors and refresher material for experienced staff. Advisors also have opportunities to connect with their professional community through advisory board and support committee meetings, the OCSS blog (blogs.iu.edu/ocss), and Tuesday Tech Times with Tim and Kate, a monthly live video chat.

Reducing cost and improving service

USSS provided functional support for more than 40 student system projects in partnership with UITS. These projects, along with the continued focus on shared services, include harmonization of back-office student service business processes for service, efficiency, and reduced operational costs.
The development and review of financial aid business processes, financial literacy, and the focus on degree completion reduced student loan borrowing by nearly 20 percent, or $126 million, over the past six years.

**Simplifying transfer resources**

In partnership with Ivy Tech Community College and Vincennes University, IU launched the Reverse Transfer Policy in fall 2018. The policy allows students who transfer from a community college to earn an associate degree from their previous institution while pursuing a bachelor’s degree at IU. From an initial pool of 454 eligible students, 118 opted to participate in reverse transfer.

Through IU’s Credit Transfer Service (CTS), students can find out whether and how courses taken at other institutions will transfer to IU campuses and degree programs. In 2018, the CTS averaged 700 views per month, making it one of the most frequently sought-out resources on the University Transfer Office (UTO) website.

In December 2018, UTO moved all credit processing to USSS, making USSS the direct contact for all communications involving external organizations and catalogs, posted credit, and articulation rules.

**Increasing transfer student friendliness**

Hand-in-hand with simplifying transfer resources, UTO continues to work university-wide toward transfer student friendliness with an emphasis on getting students the information they need and easing the transition to a new campus. In 2019, UTO launched Transfer Student Advisory Boards, which will have a chapter on each campus and will work to improve transfer student friendliness.

To change the perspective of transfer students, UTO began using the term “Transfer-Active” to denote any student bringing in transfer activity, whether it be a prior learning credit from another institution or AP exam credit.

To ensure that the Transfer Single Articulation Pathways (TSAP) process complies with state mandates, UTO instituted a system to set deadlines, send reminders, and work with campuses when a TSAP is implemented.

Regularly scheduled audits of articulation rules and processes enable UTO to maintain transfer credit consistency within state mandates and IU policy.

**Providing critical feedback**

Through IU’s FLAGS (Fostering Learning and Graduation Success) initiative, students receive early feedback from faculty to help support their academic experience. In 2018, OCSS launched the Student Engagement Roster, a course-based reporting tool that allows advisors and student support offices on each campus to monitor student performance and provide assistance when needed. During the 2018–19 academic year, more than 400,000 observations were provided for nearly 55,000 students, leading to 58,000 encouragement recommendations and 43,000 assistance recommendations.

**Gaining a competitive career edge**

The Career EDGE initiative, which was initiated by a grant from the Lilly Endowment, provides a series of online modules in Canvas that are designed to help students build the foundation for future career paths. Career EDGE released its final module during the 2018–19 academic year. During the final pilot semester in fall 2018, 239 students in 28 classes completed at least one module. OCSS oversaw the pilot process and developed a version of Career EDGE that will be available in IU Expand, a more widely accessible online platform, in fall 2019.
Since launching IU Online in 2014, the university has increased the number of online degree programs by 47 percent, with one-third of all IU students taking at least one class online. Coordinated through the Office of Collaborative Academic Programs (OCAP), units and faculty members work together across multiple IU campuses to share resources and expertise. The Office of Online Education (OOE) ensures that a high-quality IU education is available and accessible to learners around the world.

Continuing a tradition of excellence

An IU Online degree maintains the same reputation and value as a degree earned on campus. OOE and OCAP joined forces to implement an updated academic approval process for IU Online programs that was adopted for official approval in January 2019. Programs must also meet standards for online and blended courses set out by OCAP’s Quality Matters rubric. In order to ensure that faculty understand the basics of effective online teaching to best serve students, OOE and OCAP worked with eLearning Design and Services (eDS), which is part of UITS, to create the IU Online Faculty Starter Kit.

Meeting the needs of students for flexibility

Many IU students and prospective IU students, out of necessity or preference, appreciate the flexibility that online education provides in time, location, and availability of courses. Hundreds of thousands of students in the United States and around the world—especially students who are already in the workforce—seek out online education for all or part of degrees and other credentials. IU Online meets that demand.

Improving student success

Supporting IU Online students is at the heart of OOE’s mission. In collaboration with eDS, OOE developed Test Drive, an IU Expand course that gives prospective students an inside look at online learning. To facilitate the beginning of the online learning experience, OOE developed comprehensive orientation modules and is working with IU East to create transition programs for first-year online students.

Promoting relationships among academic programs

Through continued coordination with campus academic officers, faculty leadership, and administrators, OOE and OCAP support affordable, accessible online education. IU Online Class Connect, a process allowing a student enrolled on an IU campus to register for a class on another campus, shares 390 classes across the IU system. In fall 2019, 10 new collaborative academic IU Online programs and 8 non-collaborative programs will be available to students.

Encouraging engaging instructional practices

With a focus on recent and relevant research, OOE and OCAP continue to support effective and engaging teaching and learning practices. More than 400 attendees took part in the third annual IU Online conference in November 2018, highlighting best practices from around the university. Faculty best practices were also featured in “Continuing the Conversation,” a webinar series hosted by Dr. Gina Londino-Smolar, a senior lecturer in IUPUI’s Department of Chemistry and Chemical Biology.
Supporting student enrollment and completion

As the result of a national marketing campaign and recruitment plan implemented by OOE, over 800,000 impressions of online.iu.edu resulted in more than 13,000 unique contacts for IU Online programs. As more students discover IU Online, enrollment continues to grow: As of fall 2019, 6,335 students are enrolled in 135 programs, a 10 percent increase over fall 2018, and a 48 percent increase since OOE began marketing IU Online in 2015. Graduation numbers are steadily increasing as well, with IU Online students representing nearly 8 percent of all degrees at Commencement.
Indiana University’s regional campuses make vital contributions to their communities, their regions, and the state. They provide high-quality education to 30,000 students each year, many of whom are nontraditional or first-year students. Regional Campus Affairs works to ensure strong, pervasive relationships among the campuses, enabling them to offer students the resources of a large university in a small campus setting.

Facilitating collaboration among campuses

The IU regional campuses continue to work under the joint strategies of Blueprint 2.0, a strategic plan implemented by the entire IU regional campus community, to identify and develop objectives for advancing collaboration.

The Council for Regional Campus Excellence (CRCE) and the Regional Faculty Caucus (RFC) held their third annual joint meeting to formulate joint faculty–administration topics for summer faculty development activities linked to student success and retention.

In conjunction with CRCE and University Institutional Research and Reporting (UIRR), Regional Campus Affairs coordinated the gathering and dissemination of data and final reports for the American Association of State Colleges and Universities (AASCU) Re-Imagining the First Year of College project.

Strengthening regional community and economic development

All of the regional campuses have prepared to apply for the Carnegie Foundation’s Classification Community Engagement for 2020. The classification is a documentation of institutional practice to be used in a process of self-assessment and quality improvement.

With assistance from OCSS and IUPUI, the regional campuses secured a site license for the Collaboratory, an interactive, cloud-based engagement impact assessment tool designed specifically for compliance with Carnegie standards.

Regional Campus Affairs represented University Academic Affairs on the Council for Regional Engagement and Economic Development (CREED).

Assuring fiscal sustainability

Regional Campus Affairs provides campuses with guidance and support for allocating resources, containing costs, and operating efficiently:

- With demographic information forecasting potential enrollment declines, stabilizing current enrollment and growing future enrollment remains a top initiative.
- The five-year budget projection model developed by the University Budget Office gives campuses the ability to establish budgets tied to enrollment, identify new revenue opportunities, and monitor performance and enrollment trends by region.

By leveraging central resources, Regional Campus Affairs assists in addressing challenges and evaluating opportunities for cost containment, including streamlining the admissions and transfer process, exploring innovative ways to deliver curriculum online, and moving toward increased use of collaborative services.
Creating distinctive educational experiences

Through the development and implementation of the Teaching Prototype grants project, seven faculty members from regional campuses were awarded $3,000 grants:

- Patricia Gettings, IU Southeast
- Stephanie Medley-Rath, IU Kokomo
- Dianne Moneypenny, IU East
- Cynthia O’Dell, IU Northwest
- Gary Pinkston, IU Southeast
- Kathleen Sullivan, IU South Bend
- Niki Weller, IU Kokomo

The second annual Chancellors’ Academic Leadership Summit, held at IU Kokomo, focused on the theme “Growth Mindset as a Path to Student Success.”

Defining a national model for regional campus collaboration

Regional comprehensive institutions like the IU regional campuses are the workhorses of American higher education. In their 2019 report Squeezed from All Sides, Inside Higher Ed notes that such institutions produce nearly 40 percent of all baccalaureate degrees in the United States, by far the most of any sector. The Blueprint 2.0 collaboration among the IU regional campuses has been recognized as a model for the kind of cooperation that will allow smaller campuses to thrive in an increasingly competitive and resource-constrained environment.

The American Association of State Colleges and Universities (AASCU), the largest national organization representing such institutions, has recognized the positive impact that collaboration has had on the IU regional campuses:

- The IU regional campuses were the only complete system of AASCU campuses to participate in AASCU’s widely publicized and successful Re-Imagining the First Year of College initiative (RFY), which included collaboration between the regional campus and UAA offices such as UTO and OCSS.
- The five IU regional campuses are leaders in AASCU’s American Democracy Project (ADP).
- Professor of Political Science Elizabeth Bennion (IU South Bend) is the only two-time winner of AASCU’s Barbara Burch Award for faculty leadership in civic engagement, winning the award in 2016 and 2019 in part for her many statewide projects.

UAA coordinates meetings of the regional campus ADP coordinators on a regular basis in order to find opportunities for collaborative projects that benefit their campuses and communities. One such project will culminate in the Mind Over Chatter symposium, held on the IU Kokomo campus on September 13 as a part of ADP’s national project to fight digital polarization and internet misinformation.

Surpassing goals in the Bicentennial Campaign

As the IU Bicentennial Campaign enters its final year, philanthropic support continues at historic levels on every IU campus, enabling the university to establish 4,500 new scholarships and fellowships and 192 endowed chairs and professorships.

- Nearly every regional campus has exceeded or is nearing its fundraising goal.
- The regional campuses raised almost three-quarters of a million dollars for new study abroad scholarships and established 14 new endowed study abroad scholarship accounts.
- The regional campuses raised more than $20 million to create 397 new endowed undergraduate scholarships.
The modern university experience requires the deployment and navigation of myriad administrative systems that support nearly every aspect of the university’s operations. By providing user-friendly information systems for tasks including admissions, financial aid, registration, and transcripts, University Student Services and Systems (USSS) works to improve the productivity and efficiency of services across all IU campuses.

Simplifying financial aid for students and prospective students

• After implementing Academic Works scholarship software for all IU campuses, USSS saw online scholarship applications more than triple from the last full year in the previous software (2016–17).

• USSS continues to study options to increase affordability through ongoing review and analysis of institutional financial aid programs, adjustments to financial items that assist students and minimize bad debt, input into the reauthorization of the Higher Education Act to protect student funding, and participation in the Higher Education Committee of 50, which reports to Congress on issues of academic financial policy affecting students.

• IU is seeing decreased cohort default rates for the regional campuses. The five-year decrease for the IU campuses range from 2.2 percent to 11.2 percent.

Enhancing the student experience

• All student services were successfully implemented for the start of the new IU Fort Wayne satellite campus.

• To assist with student recruitment, USSS continued implementation of the Salesforce constituent relationship management (CRM) tool, which produces and tracks communications and develops analytics for prospective students.

• Improvements to the admissions application process include collaborating on a new graduate application, adding the Common Application for IUPUI, instituting Flywire for international student payments, and using new technology for reviewing applicant documents for increased efficiency.

• Student records are safeguarded by the Student Records Code of Conduct, part of the tutorial for the Family Educational Rights and Privacy Act (FERPA) and mandatory for anyone accessing student records.

• USSS implemented several tools to increase efficiency for student documentation, including a vended solution for collecting student immunization data, a self-service option for collecting emergency contact information, an online application for in-state residency, and other projects using electronic document workflows.

• For students finishing their time at IU, the Comprehensive Student Record/Experiential and Applied Learning Record allows students to highlight accomplishments as they enter the job market or apply for graduate education, while digital diplomas ordered through a web portal decrease administrative costs.
Within Indiana University there are hundreds of information-generating entities, many of which create official reports that must be made for both state and federal oversight. With data and analytic tools to support university and campus missions, University Institutional Research and Reporting (UIRR) provides data analysis to IU’s leadership to inform university decision making and strategy.

Using research to improve recruitment and retention

USSS collaborated with an EAB/Royall predictive analytics project on admissions to identify SIS and Salesforce data sources that can be linked and used to predict student acceptance and enrollment.

Working with Economic Modeling Specialists, Inc., a labor market tool that helps colleges leverage economic impacts and track changing industries, IU gained insight on regional campus market shares.

A collaboration with OCSS enabled UIRR to identify data sources related to nonacademic reasons that students leave the university.

Implementation of the University Survey Calendar allowed IU to manage the number of surveys students received, resulting in better feedback data.
The university’s educational and research missions cannot be realized without ensuring the safety and security of students, faculty, and staff on every campus. Public Safety and Institutional Assurance (PSIA) encompasses the IU Police Department (IUPD), the Office of Environmental Health and Safety, and Emergency Management and Continuity to coordinate safety and security planning and operations, as well as emergency preparedness.

**Establishing a strong leadership team**

Important transitions in PSIA included the appointments of Benjamin Hunter as associate vice president and superintendent for public safety and institutional assurance; Wayne James as deputy superintendent and chief diversity officer; Laury Flint as director of community engagement and threat assessment; Beauregard Middaugh as university director for environmental health and safety; Kathryn Manteuffel as associate university director for environmental health and safety; Brad Seifers as university director for emergency management and continuity and support services; Jill Lees as chief of police for IUPD Bloomington; and Monte Davis as chief of police for IUPD Northwest.
Preparing for emergencies

Emergencies can happen anywhere, at any time. Using the best national standards and practices for anticipating and responding to emergency situations, Emergency Management and Continuity (EMC) works to ensure that the IU community feels confident in its response to any event.

To ensure safety at public events, EMC set up command centers 31 times on the IU Bloomington campus during IU sporting events including football, men’s basketball, men’s soccer, and the Little 500 bicycle race. At IUPUI, command centers were activated for the Indy 500 Mini-Marathon and the IUPUI Regatta. Virtual emergency operations centers (EOCs) related to emerging situations were also activated to support IUPD on regional campuses. IUPD provides a command center at Commencement ceremonies on all seven campuses to ensure a safe and secure environment for the graduating seniors, their guests, and the university faculty and staff participants on these important days in the life of the university.

EMC activated an EOC on the IU Bloomington campus in October 2018 that operated for 69 days to address environmental concerns related to the presence of mold in residence halls. Mobile EOCs were established for 7 days in December 2018, and for 21 days in July 2019, to oversee remediation efforts. Each of these EOC activations involved efforts of approximately 250–300 university employees and contractors contributing to the success of the operations.

EMC introduced a new fire safety training program for IU Bloomington resident assistants (RAs) and trained all 240 RAs in one day for fall semester. Additionally, 200 students in the residence halls took part in a new fire safety awareness program. The Bloomington Fire Department attributed the 36 percent decrease in fires on campus to the new fire safety initiatives.

A vaccination clinic manned by EMC on IUPUI’s campus served 901 students with 1,662 vaccinations and was awarded the Indiana Immunization Star Award from the Indiana Immunization Coalition.
KEEPING THE IU COMMUNITY SAFE

Maintaining a safe and open university environment

To create a cultural shift in policing on campus, the IUPD De-escalation and Training Commission reviewed the department’s approach to resistance and officers’ use of force, resulting in changes to training including options for less-lethal mental and physical tools for heated situations.

To gain deeper understanding of the consequences of implicit biases, all IUPD officers completed Fair and Impartial Policing training through a partnership with the Indianapolis Metropolitan Police Department.

Behavioral Consultation Teams (BCTs) on each campus respond to reports of disruptive or concerning behavior. As part of the BCT Planning Transition, PSIA researched practices and policies used by threat assessment teams throughout the Big 10 and Virginia, as well as surveying IU divisions for their current practices.

Physical Security and Access, which oversees the design of systems and facilities created to prevent and mitigate harm at IU, completed the Chief’s Camera Project, resulting in the installation of more than 100 new cameras throughout the Bloomington campus. The cameras increase IU’s overall security footprint, allowing real-time monitoring and follow-up on IUPD investigations.

Ensuring environmental health and safety

Both the natural environment and the university population’s personal environment require oversight and protection. Environmental Health and Safety (EHS) provides leadership in a comprehensive environmental health and safety program to prevent injuries and illnesses and to protect the environment.

As part of a reorganization—the first since the university-wide organization was created in 2010—EHS removed campus-specific divisions and established technical divisions to create a path for advancement and collaboration between EHS functional areas.

- EHS hired a university director and associate director to oversee EHS and technical divisions including Public and Environmental Health, Research and Laboratory Safety, Safety and Hygiene, and Health Physics.

- A policy and project manager will focus on and organize EHS initiatives including gap analysis, training development, and policy and program development.

In conjunction with the Health Physics division, Research and Lab Safety reviewed more than 1,500 research protocols, permits, or amendments to ensure the safe use of biological, radiological, and chemical hazards through various research entities. The group also performed approximately 4,200 biosafety, institutional biosafety committee, laser, chemical, and radiological inspections or audits of laboratories.

Increasing transparency

IUPD’s Police Data Initiative (PDI) project will release real-time dashboards outlining officer demographics, community engagement, and training on the PDI website.

In conjunction with PSIA and Events Management, Memorial Stadium opened a command post with increased technology and staffing space for use during football games, Commencement, and other stadium events.
Valuing diversity and inclusion in university policing

Understanding people with different backgrounds, values, and perspectives is important for the entire IU community, and particularly for those involved in policing the community. As IUPD focuses on recruiting and retaining a wide variety of candidates, it continues to demonstrate IU’s commitment to diversity and inclusion that dates back to the days of Herman B Wells.

IU Northwest has been a leader in diversity issues, with IUPD Northwest receiving the Workforce Diversity and Inclusion award from the Urban League of Northwest Indiana in March 2019, and the campus playing host to the Women’s Law Enforcement Panel in April 2019.

Representatives from a partnership between IUPD, Indiana State Police, and the Martinsville police department met with the City of Bloomington’s Hispanic and Latino Commission to discuss issues in law enforcement. The group also appeared on ¡Hola! Bloomington, a Spanish-language news program on WFHB community radio, to discuss the importance of diversity in recruitment to the police force.
In an institution with hundreds of units, divisions, and organizations, university policies bind together the whole enterprise with common values, principles, directions, and guidance. University Policies assists constituents across the university with policy development and supports efforts to streamline and minimize the administrative burden on the IU community.

**Addressing military issues**

University Policies ensures that IU’s policies that address issues related to members of the U.S. military and their families are up to date and provide all the benefits to which they are entitled.

- USSS-02 aids students with military obligations that require withdrawal during an academic term.
- USSS-08 provides certain nonresident military-affiliated students with in-state tuition rates.
- HR-05-60 provides university managers and supervisors with guidelines and procedures for leaves for military duty and leaves for military families of staff and temporary employees.

**Safeguarding the public**

In UA-16, Clery Act Compliance, IU has articulated its comprehensive process for compliance with the Clery Act:

- Identifying reporting obligations and the responsibilities of IU employees who are campus security authorities under the law
- Articulating how missing student notifications are conducted university-wide
- Compiling and publishing crime statistics for each IU campus

Policy UA-14, Event Management, was introduced as a means to support complex public events, especially those that could implicate the rights of free speech and assembly guaranteed by the First Amendment of the U.S. Constitution.

*Photo by Jeremy Hogan/The Bloomingtonian*
Several updates were made to UA-03, Sexual Misconduct, including:

- Adding “deception about contraception” to behavior that constitutes sexual exploitation
- Incorporating input from students related to the relationship of intoxication or impairment to incapacitation
- Incorporating input from administrators and faculty to address employee reporting obligations of disclosures in confidential settings
- Adding a step in the sanction-setting process to ensure appropriate and consistent outcomes across cases

Ensuring that research and other university business is conducted with integrity

Until 2018, the university’s policies governing conflicts of interest and conflicts of commitment (COI/COC) were developed and maintained in different functional areas that dealt with different types of COI and COC. Ten separate policies from Academic policies, Research, Human Resources, and Purchasing have now been consolidated into UA-17.

The new policy addresses:

- General requirements related to conflicts of interest
- Disclosures for specific contracts or purchases
- Gifts and gratuities
- Nepotism
- Research conflicts of interest
- Conflicts of commitment and ghost employment for both faculty and staff

The university’s Compliance Office provides an online portal for making required annual disclosures.

POLICIES.IU.EDU

All university-wide policies can be found at policies.iu.edu. Policy numbers are designed to reflect the administrative home for the subject matter. For example, policies that are adopted by the University Faculty Council and that address the rights and responsibilities of Indiana University’s academic appointees begin with the prefix ACA; similarly, policies that address the university’s business and financial operations, and that are implemented under the auspices of the Vice President and CFO, are under FIN.

The site has a searchable keyword database, as well as dedicated tabs for policies that are “Under Review” and “New and Recently Revised” that are designed to quickly direct the university community to the most up-to-date policy developments.

2018–19 STATISTICS

- 131,000 users
- 245,415 sessions
- 4.62 pages per session
- 1,134,059 page views