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Ψ BRING ON TOMORROW

A BOLD, AMBITIOUS FUTURE

30

IU 2030 STRATEGIC PLAN

DECEMBER 2025 UPDATE

Graduates toss their mortarboards during the IU Bloomington Undergraduate Commencement in Memorial Stadium



IU 2030 STRATEGIC PLAN DECEMBER 2025 UPDATE

Indiana University is turning the mission of our 2030 Strategic Plan into real opportunities. Our vision begins with our students, is amplified by our historic \$1 billion research engine, and is delivered to Indiana communities and beyond through critical partnerships. We are forging new economic strategies and building vital career pathways to ensure a prosperous future for all Hoosiers.

IU 2030 IS BUILT ON THREE FOUNDATIONAL PILLARS:



Student Success and Opportunity: Ensuring affordability and a student experience that prepares graduates for success.



Transformative Research and Creativity: Committing to discovery, creativity, and innovation that changes lives and improves communities.



Service to Our State and Beyond: Strengthening the vitality of Indiana, the nation, and the world through engagement and collaboration.

Building upon the IU 2030 Strategic Plan Progress Viewbook (July 2025), this December 2025 update details our continued advancements since its release.

See the July 2025 progress viewbook on page 13.

STRENGTH IN OUR NUMBERS



DRIVING ENROLLMENT GROWTH

Total IU headcount reaches 89,247 students.



EXPANDING ONLINE DEGREE ACCESS

IU Online surpasses 10,000 students for the first time, enrolling a record 10,385 learners.



POWERING INDIANA'S RESEARCH ENTERPRISE

\$1 billion+ in total research expenditures and \$942 million in sponsored awards in FY 2025.



BOOSTING CREDIT HOUR ENROLLMENT

IU students enroll in nearly 1.2 million credit hours in fall 2025.



#1: LEADING THE NATION IN ALUMNI

IU boasts the largest living alumni network with 806,000+ graduates worldwide.



DEVELOPING INDIANA'S PHYSICIAN PIPELINE

109 new doctors from IU School of Medicine's class of 2025 secured residency positions within Indiana.



IGNITING IDEAS

IU Innovates brings a delegation of 100 entrepreneurs from six IU campuses to the 2025 Global Entrepreneurship Congress in Indianapolis.



STUDENT SUCCESS AND OPPORTUNITY

EMPOWERING STUDENTS TO EXCEL

Ensuring that students thrive—while they are enrolled at Indiana University and after they graduate—is at the center of everything we do.

HISTORIC ENROLLMENT GROWTH ACROSS IU CAMPUSES

A total of 25,308 new undergraduate and graduate students enrolled at IU campuses across the state in fall 2025.

- Enrollment of new undergraduate students (full-time, transfer, and part-time) rose 6.7% over last year, to a record 16,636.
- Students from Indiana make up 70% of the undergraduate student body.

TRANSFORMING STUDENT SUCCESS

To ensure a strong academic foundation, IU is connecting beginner students with advisors earlier than ever, driving a 13 percentage point increase in first-year participation in early advising meetings over last year.

We are also optimizing every stage of the academic journey through technology—from recruitment to campus engagement—to create a clear, supported path through graduation.

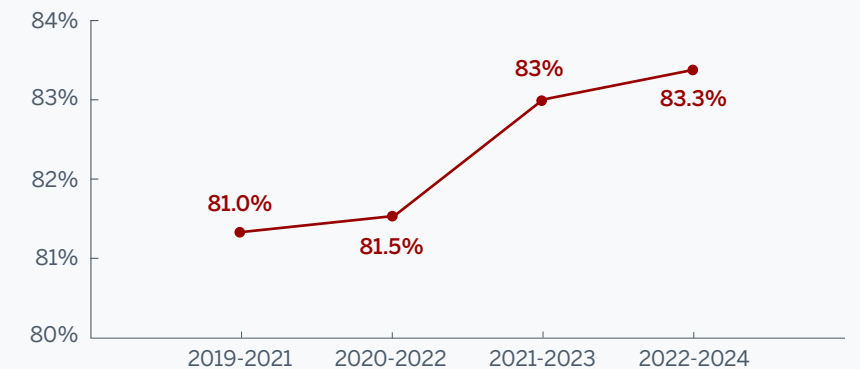


We are honored by the record-breaking enrollments across our campuses, as it affirms that the word is out about the exceptional quality of an IU education.

—IU President Pamela Whitten

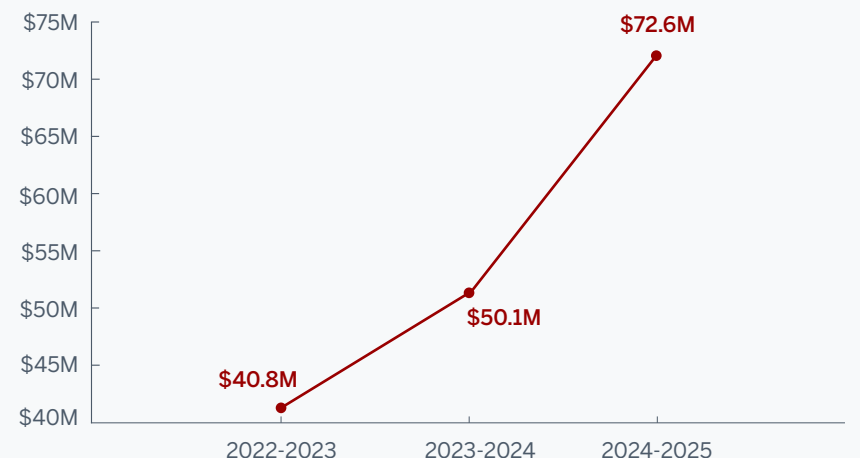
BOOSTING STUDENT RETENTION

IU has steadily improved fall-to-fall retention rates raising its combined rolling three-year average from **81% to 83.3%**—between AY 2019-21 and AY 2022-24.



EXPANDING SUPPORT FOR STUDENT ACCESS AND AFFORDABILITY

IU significantly increased philanthropic support for endowed financial aid for students, growing from \$40.8 million in FY 2022-23 to \$72.6 million in FY 2024-25—a **78.1% increase**.





TRANSFORMATIVE RESEARCH AND CREATIVE ACTIVITY

FUELING GROWTH IN RESEARCH AND DISCOVERY

Indiana University is the state's premier engine for transformative research, creating high-impact solutions and fostering breakthroughs and discovery that benefit Hoosiers and the world.

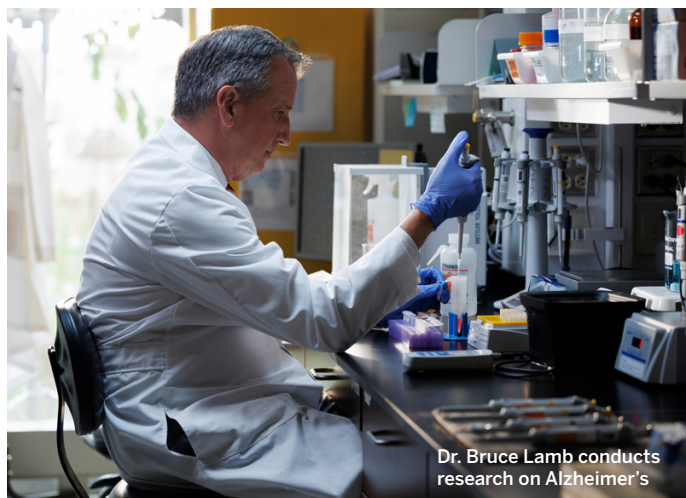
UNPRECEDENTED \$1 BILLION IN RESEARCH EXPENDITURES

IU topped the \$1 billion mark in research expenditures for the first time, and led all universities in Indiana in sponsored awards.

TURNING IDEAS INTO IMPACT

IU's research investments are driving positive economic and societal outcomes in Indiana and beyond.

- A \$16.5 million grant from the National Institute on Aging will fund MAP-AD, one of only two centers nationwide dedicated to advancing Alzheimer's research by developing stem-cell-based brain models.
- A new, five-year Master Collaboration Agreement with Cook Medical will accelerate cooperative research, training, and technical consulting.



Dr. Bruce Lamb conducts research on Alzheimer's

A NEW HUB FOR INNOVATION AND COMMERCIALIZATION IN INDIANAPOLIS

IU broke ground on the future home of IU Launch Accelerator for Biosciences (IU LAB) in October. While construction is underway, IU Health Incubator—soon to be housed there—is already working on attracting and retaining new startup companies in Indiana. Its pre-accelerator, powered by *gener8tor's* *gBeta* program, successfully hosted its first cohort of five founders, providing them with essential, tailored support to help them establish and grow their entrepreneurial ventures.



Through IU LAB, we're already seeing initiatives that improve the quality of life and strengthen our nation. As a proud IU alum myself, I couldn't be more thrilled. This project embodies the very best of IU, leading with vision, uniting talent, and taking on the challenges that matter most to Hoosiers and to our entire country."

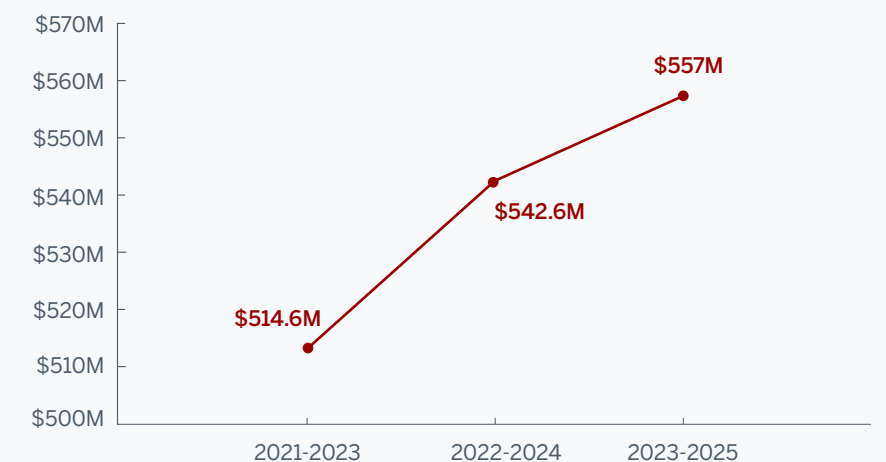
—U.S. Senator Todd Young



The groundbreaking ceremony for IU LAB at IU Indianapolis

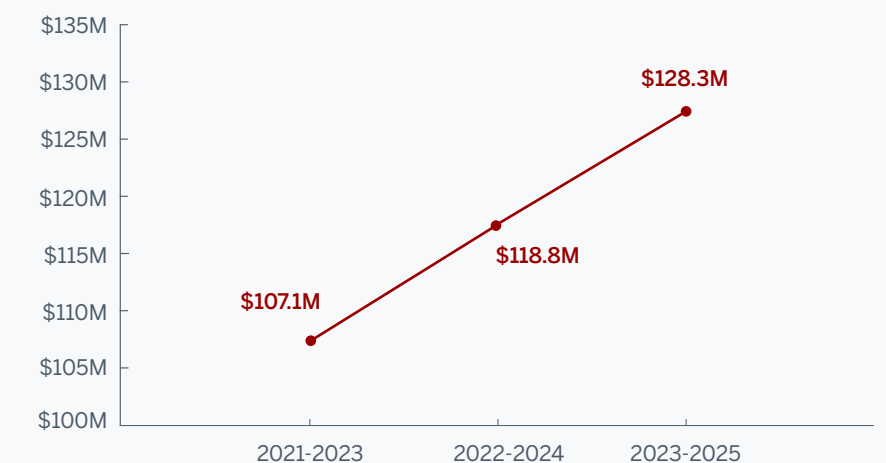
DRIVING GROWTH IN SPONSORED RESEARCH

IU boosted its rolling three-year average for externally funded sponsored research from \$514.6 million for FY 2021-23 to \$557 million for FY 2023-25—an 8.2% increase, adding an average of **more than \$42.3 million** in additional annual support.



INCREASING PUBLIC AND PRIVATE FUNDING STREAMS

IU elevated its rolling three-year average for sponsored research from foundations, industry, and government contracts from \$107.1 million for FY 2021-23 to \$128.3 million for FY 2023-25—a **19.8% increase**, equating to an average of more than \$21.2 million in additional annual support.





SERVICE TO OUR STATE AND BEYOND

STRENGTHENING INDIANA'S ECONOMY AND TALENT PIPELINE

Indiana University is a critical partner in developing Indiana's workforce and building prosperity across the state. This dedication to statewide engagement is producing tangible outcomes, strengthening Indiana's talent pipeline through expanded partnerships, and building more career pathways for Hoosier students.

NEW SUMMIT FOSTERS ECONOMIC DEVELOPMENT PARTNERSHIPS

The inaugural IU Economic Development Summit, held at IU Indianapolis in August, brought together nearly 200 university, business, community leaders, and policymakers to explore economic development and IU's community partnerships across the state.

SHAPING THE FUTURE OF EDUCATION FOR HOOSIER YOUTH

A record 315 educators, policymakers, and community leaders attended the third annual IU P-12 Education Summit in September, reinforcing the university's vital role in the evolving educational landscape. This collaborative event highlighted partnerships that are building smoother transitions from childhood to higher education and career development, including apprenticeship pathways for students and future teachers.



Indiana University President Pamela Whitten has a conversation with Commerce Secretary David Adams during the IU Economic Development Summit



Patrick Ripberger, co-founder of Richmond-based mental health services company Mezzo Solutions, receives small business guidance from Jayne Rivas, associate professor of management at IU East

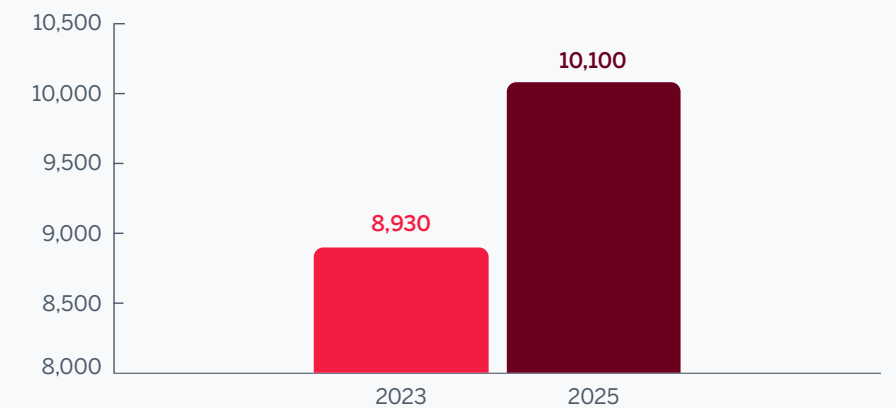


This year's P-12 Summit underscored the power of Indiana University's campuses to meet the unique needs of communities across our state."

—Ken Iwama, Vice President for Regional Campuses and Online Education

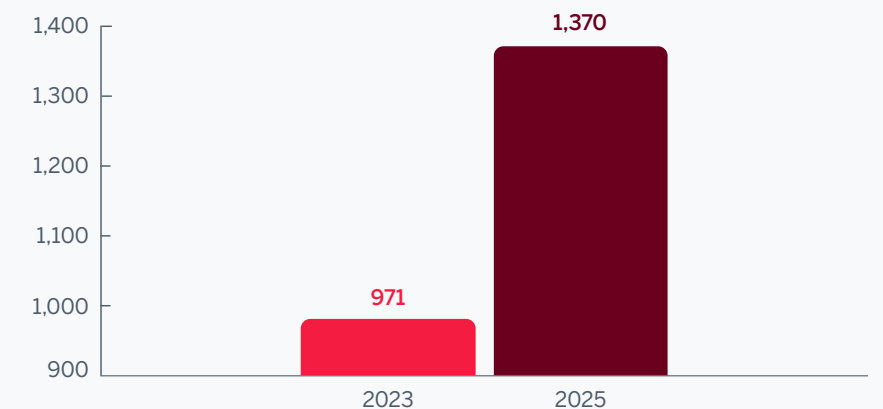
STRENGTHENING INDIANA'S TALENT AND WORKFORCE PIPELINE THROUGH EXPANDED PARTNERSHIPS

IU grew its partnerships with industry, government, business, and other universities from a baseline of 8,930 in FY 2023 to 10,100 in FY 2025—a **13.1% increase**.



BUILDING MORE CAREER PATHWAYS FOR HOOSIER STUDENTS

IU increased its P-12 school partnerships across the state, including career pathway partnerships with high schools, from a baseline of 971 in FY 2023 to 1,370 in FY 2025—a **41.1% increase**.





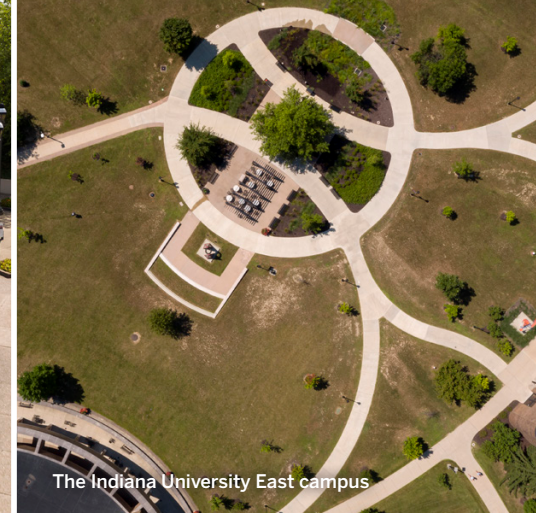
Myers Hall, IU School of Medicine, Bloomington campus



The IU Fort Wayne campus



The clock tower at IU Southeast



The Indiana University East campus



The Campus Center bell tower at IU Indianapolis



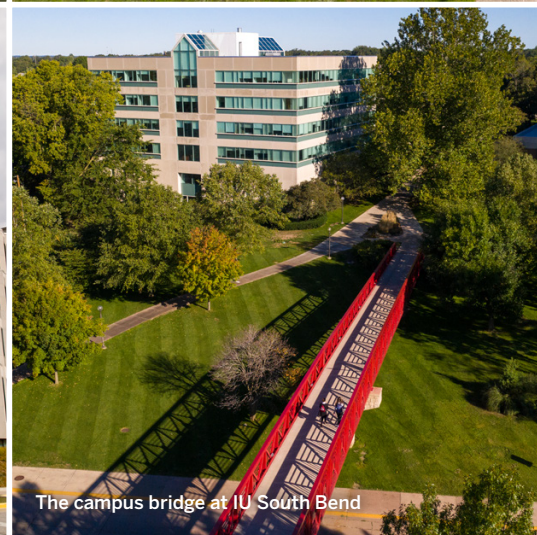
The Schurz Library at IU South Bend



Hawthorn Hall at IU Northwest



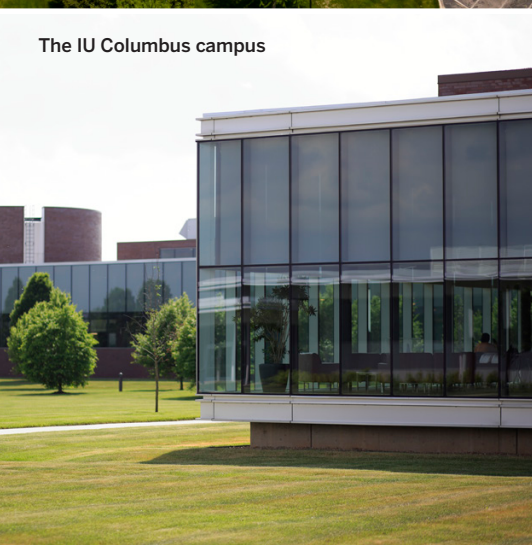
Luddy School of Informatics, Computing, and Engineering at IU Bloomington



The campus bridge at IU South Bend



The Sample Gates at IU Bloomington



The IU Columbus campus



The IU Southeast campus



The IU Kokomo campus



Medical Education and Research Building (MERB), IU School of Medicine, Indianapolis campus



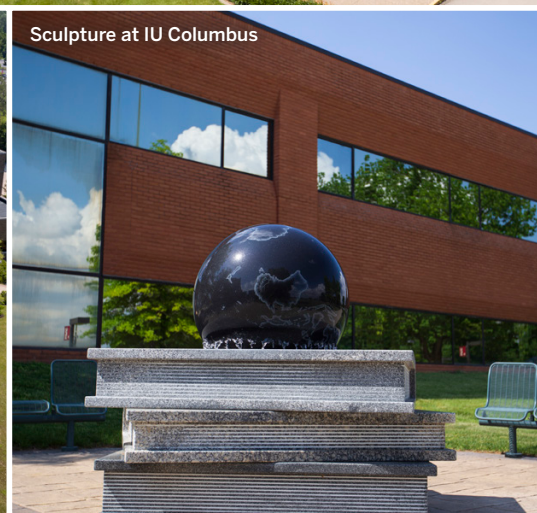
Wood Fountain at IU Indianapolis



Neff Hall at IU Fort Wayne



Springwood Hall at IU East



Sculpture at IU Columbus



Arts and Sciences building at IU Northwest



The IU Kokomo campus



LEARN MORE AT [STRATEGICPLAN.IU.EDU](https://strategicplan.iu.edu)

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A BOLD, AMBITIOUS FUTURE

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INDIANA UNIVERSITY 2030 STRATEGIC PLAN PROGRESS

JULY 2025



Welcome! As the state's flagship university, Indiana University is uniquely positioned to solve big problems and make Indiana stronger, more vibrant, and more prosperous.

IU 2030 is our roadmap for putting our impact into overdrive, with a focus on providing broad access to an education for Hoosiers, pursuing world-class research and creative activity, and making a real impact in the lives, health, and prosperity of people in Indiana and beyond. The following pages illustrate the progress we've made just two years into realizing this ambitious vision.

Thank you for taking the time to learn about what we have accomplished. Our momentum is strong, and we remain committed to success.

Patricia Whitten

KEY HIGHLIGHTS

Indiana University's bold IU 2030 strategic plan is fueling transformative change—advancing world-class education, accelerating life-changing research and innovation, and building a stronger future for communities across Indiana and beyond.

Fully launched in August 2023 following Board of Trustees approval, the plan is already delivering measurable impact:



SERVING NEARLY 90,000 STUDENTS

across all IU campuses, including a record **9,362 enrolled in IU Online**



APPLICATIONS SURGE

82,000+ at IU Bloomington and 22,000+ at IU Indianapolis for fall 2025



98% OF IU SCHOOL OF MEDICINE GRADUATES

matched with residency programs



IU INDIANAPOLIS ACHIEVES R1 STATUS,

the highest research classification



10,000+ OFF-CAMPUS PARTNERSHIPS

supporting Indiana's talent and workforce pipeline

EXCEEDED \$1B IN RESEARCH EXPENDITURES

for first time in IU history,
marking a new era of discovery
and innovation



IU REGIONAL CAMPUSES:



Nearly 18,000
students



\$1B+ in economic impact
to Indiana communities



91% career
placement rate



85% of students are
Indiana residents



IU 2030:

THE INDIANA UNIVERSITY STRATEGIC PLAN

United by an aspirational vision for IU's third century, IU 2030: The Indiana University Strategic Plan outlines an ambitious and shared path, reaffirming the university's rightful place within the highest tier of American public higher education.

Its three foundational pillars:



STUDENT SUCCESS AND OPPORTUNITY

A commitment to affordability and a student experience that equips graduates for resounding success in the workplace and beyond.



TRANSFORMATIVE RESEARCH AND CREATIVITY

A commitment to the pursuit of discovery, creativity, and innovation that improves communities and changes lives.



SERVICE TO OUR STATE AND BEYOND

A commitment to engagement, partnership, and collaboration that strengthens the vitality of Indiana, the nation, and the world.

IU leadership is committed to closely tracking and sharing the university's progress toward achieving IU 2030 goals. This year, IU is introducing this book, highlighting that progress and other major accomplishments, and also a comprehensive guide of plan metrics, underscoring the university's commitment to transparency and its dedication to advancing the goals outlined in the IU 2030 strategic plan.



STUDENT SUCCESS AND OPPORTUNITY

INDIANA UNIVERSITY PRIORITIZES STUDENT SUCCESS, CAREER READINESS VIA NEW TOOLS, PROGRAMS, AND RESOURCES

In a unified, university-wide approach—and with enrollment increasing to nearly 90,000 students, including a record 9,362 IU Online students—Indiana University has made significant strides to boost student success and career readiness in alignment with the IU 2030 strategic plan.

The university has leveraged powerful new student success tools; engaged more students in high-impact learning experiences that help them acquire skills valuable in the workplace and beyond; and implemented new programs and support for 21st Century Scholars, first-year beginners, and students receiving Pell Grants. The university has also increased students' access to mental health and wellness programs.

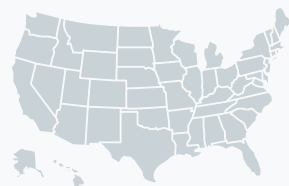
These new initiatives have already led to higher retention rates for beginner students and those receiving financial assistance and greater student awareness of mental health resources.



NEARLY 90,000 STUDENTS ENROLLED ACROSS ALL IU CAMPUSES. THEY COME FROM:



All 92 Indiana counties



All 50 states and D.C



170 countries

GROWING ONLINE EDUCATION PROGRAMS TO PROMOTE STUDENT ACCESS AND AFFORDABILITY

9,362 TOTAL STUDENTS

in IU Online programs—a 13.5% increase since fall 2022.

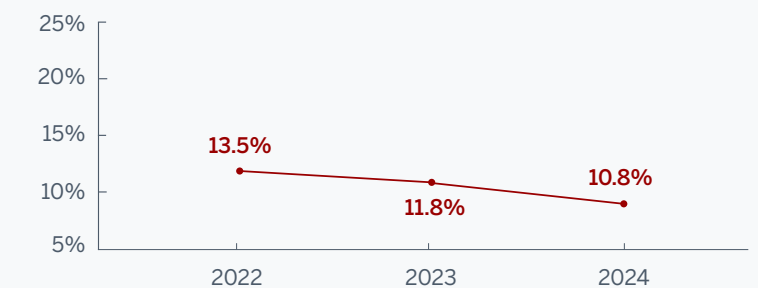
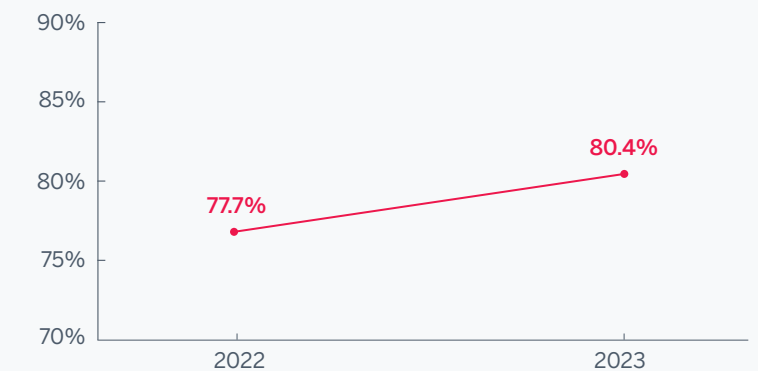
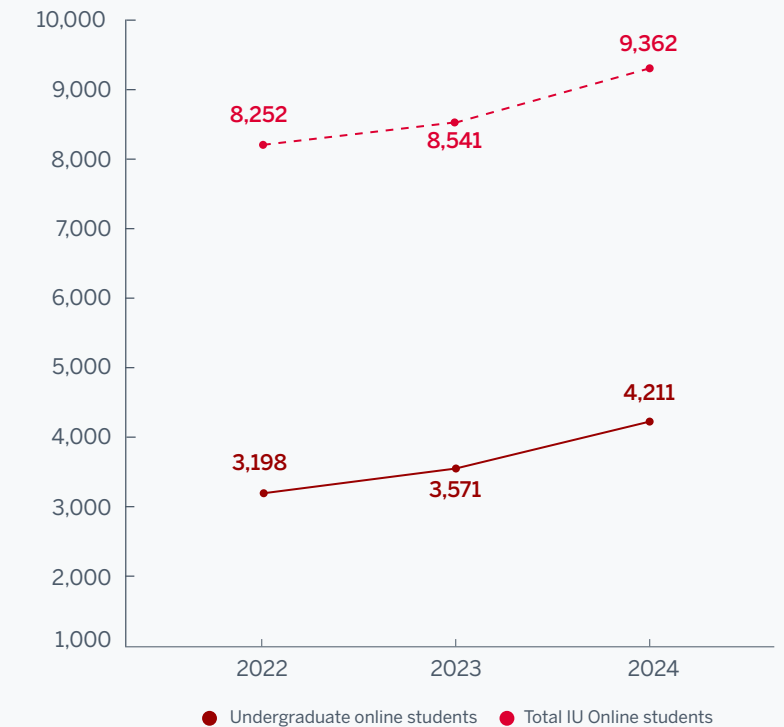
During that time, IU has increased undergraduate online enrollment **by 31.7%** to 4,211 students.

IMPROVING RETENTION RATES FOR 21ST CENTURY SCHOLARS

IU has seen improvement in fall-to-fall retention for 21st Century Scholars since the baseline year of fall 2022.

HELPING MORE STUDENTS SUCCEED ACADEMICALLY BY TACKLING DFW RATES

IU decreased its DFW rate, which measures students who receive D or F grades or withdraw from a course, **to 10.8%** in fall 2024.





NEW TOOLS FOR SUCCESS

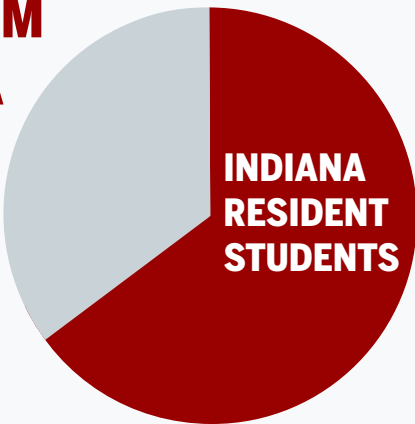
IU has introduced several new tools and initiatives to help students increase their chances of success. Of note:

- Launching Stellic, a new technology platform that helps students build their degree plan, track their academic progress, and visualize the impact of different decisions along their path to graduation.
- Receiving a nearly \$2 million College Success Program grant from the Indiana Commission for Higher Education, which funds 12 student success coaches and helps 21st Century Scholars engage in learning, connect to the campus, and succeed academically. IU serves more than 5,500 21st Century Scholars across all campuses, and that number is expected to double by 2027.
- Implementing a new framework for academic advising across all IU campuses.

CREATING OPPORTUNITIES FOR HOOSIER STUDENTS

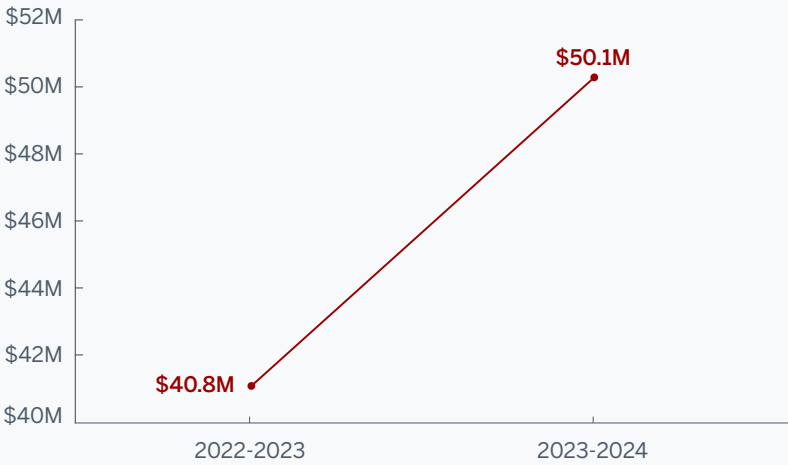
Two-thirds of IU's nearly 90,000 students are Indiana residents.

**2 OUT OF 3
IU STUDENTS
ARE FROM
INDIANA**



INCREASING PHILANTHROPIC SUPPORT FOR FINANCIAL AID

IU increased philanthropic support for endowed financial aid for students to \$50.1 million in FY 2023-2024, a **23% increase** over the previous year.



FOSTERING A CARING CULTURE

IU has expanded student mental health services and streamlined access through the student mental health website—a centralized platform that consolidates wellness resources available across all IU campuses. Services like mental health first-aid training and TimelyCare, a 24/7 virtual wellness platform designed for college students, are provided to students free of charge.

These and other efforts are creating a more supportive, accessible, and responsible mental health ecosystem for students across all campuses. In spring 2025, nearly 84% of IU students, up from 69% in fall 2022, reported that IU's mental health services met, exceeded, or far exceeded their expectations for quality and availability.



**NEARLY 84%
OF STUDENTS**

say IU's mental health services have met, exceeded, or far exceeded their expectations for quality and availability

**NEARLY \$275 MILLION
IN FUNDRAISING**

in FY 2024, including a 23% increase in support for student access and affordability

**ZERO STUDENT
DEBT**

for more than half of IU undergraduates



TRANSFORMATIVE RESEARCH AND CREATIVE ACTIVITY

IU'S TRANSFORMATIVE RESEARCH, LEADERSHIP IN BIOSCIENCES MAKE POSITIVE IMPACT ON STATE

Through cutting-edge research and awe-inspiring creative activity, Indiana University faculty and student researchers are driving positive economic and societal change, improving lives, and strengthening communities in Indiana and beyond.

IU has exceeded \$1 billion in research expenditures for the first time in its history, marking a new era of discovery and innovation. This milestone reflects IU's continued efforts to expand external sponsored research and build on research strengths in important areas like biotechnology and life sciences to become a national leader in driving bioscience innovation that improves human health. The continued impact of IU's historic \$250 million investment will position the university—and state—as a global leader in this field.



\$138 MILLION

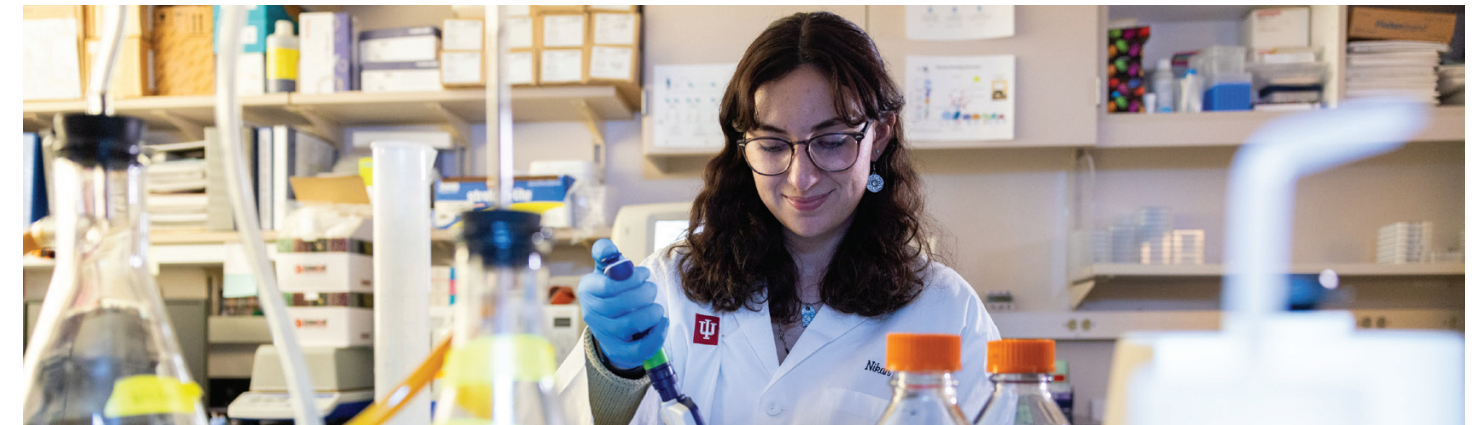
IU LAB launch supported by a \$138 million Lilly Endowment, Inc. grant

\$250 MILLION

multi-year investment, announced in fall 2023, in advancing IU's and Indiana's leadership in biosciences

\$111 MILLION

multi-year investment, announced in fall 2023, in microelectronics, including establishment of IU CREATE



IU'S FRONT DOOR TO INDUSTRY

The Indiana University Launch Accelerator for Biosciences is a first-of-its-kind academic-industry initiative that will harness IU's \$1 billion research enterprise and the state of Indiana's \$99 billion life sciences ecosystem to become a national leader in bioscience discovery, commercialization, and talent development. Supported by a \$138 million grant from Lilly Endowment, Inc., IU LAB will initially focus on major advances in five critical disease areas relating to diabetes and obesity, neuroscience, rare diseases, cancer, and bone engineering and regenerative medicine.

Headquartered in the 16 Tech Innovation District, IU LAB brings together many of the state's leading organizations in biosciences, including IU, IU Health, 16 Tech Community Corporation, Central Indiana Corporate Partnership, BioCrossroads, Indiana Biosciences

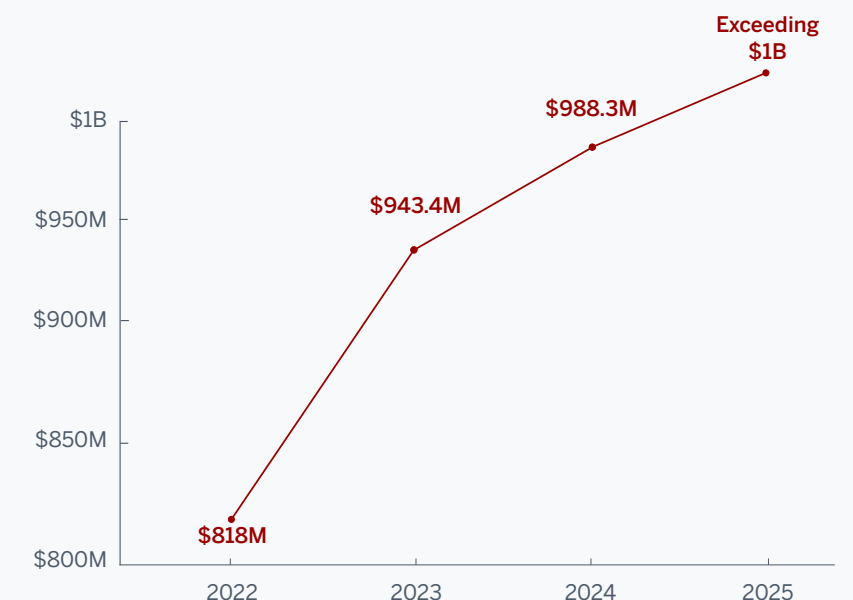
Research Institute, and Regenstrief Institute. Other key partners will include researchers at the IU School of Medicine, the Luddy School of Informatics, Computing, and Engineering, and three new research institutes at IU Indianapolis: the Convergent Bioscience and Technology Institute, the Institute for Human Health and Wellbeing, and the Integrated Nanosystems Development Institute.

With a \$1.5 million annual sponsorship from IU Health, the IU Health Incubator at IU LAB will host a pre-accelerator and LifeTech Accelerator that will attract new businesses to the state and help up to 40 human health startups per year grow into major companies with the help of strategic partnerships with IU Health, gener8tor, Plug and Play, and the Central Indiana Corporate Partnership.



SETTING A NEW RECORD FOR RESEARCH SPENDING

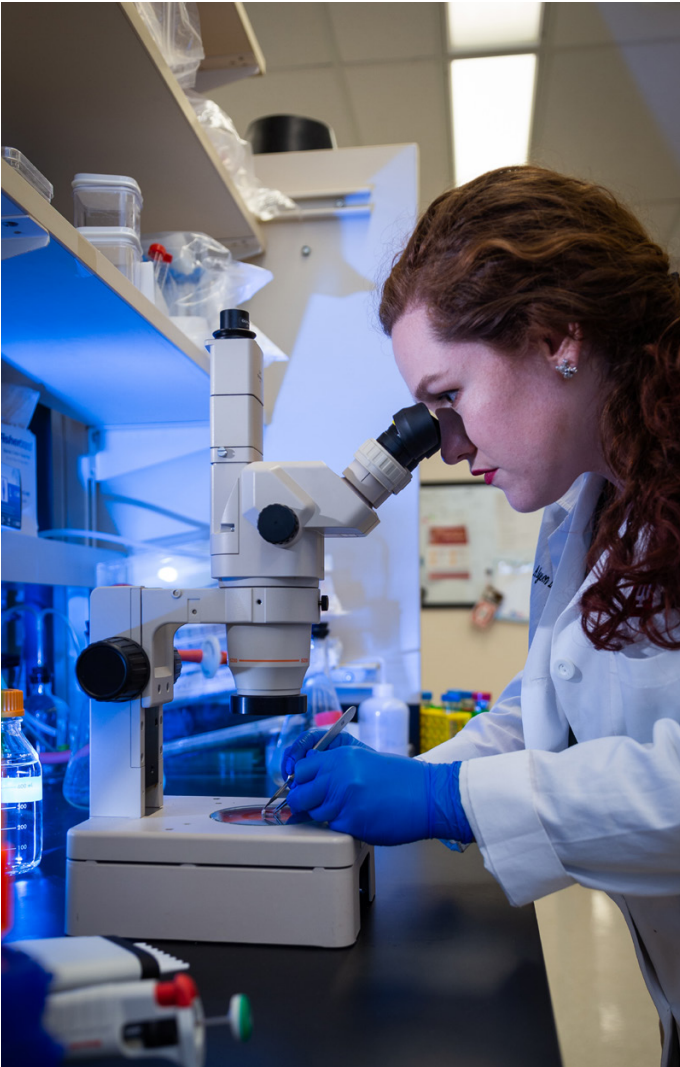
IU has surpassed **\$1 billion** in research spending for the first time, up from \$818 million in FY 2022—a historic milestone advancing discovery and innovation. Current totals are subject to review and publishing by the National Science Foundation's annual Higher Education Research and Development (HERD) Survey.



TACKLING INDIANA’S—AND THE WORLD’S—
MOST CRITICAL CHALLENGES

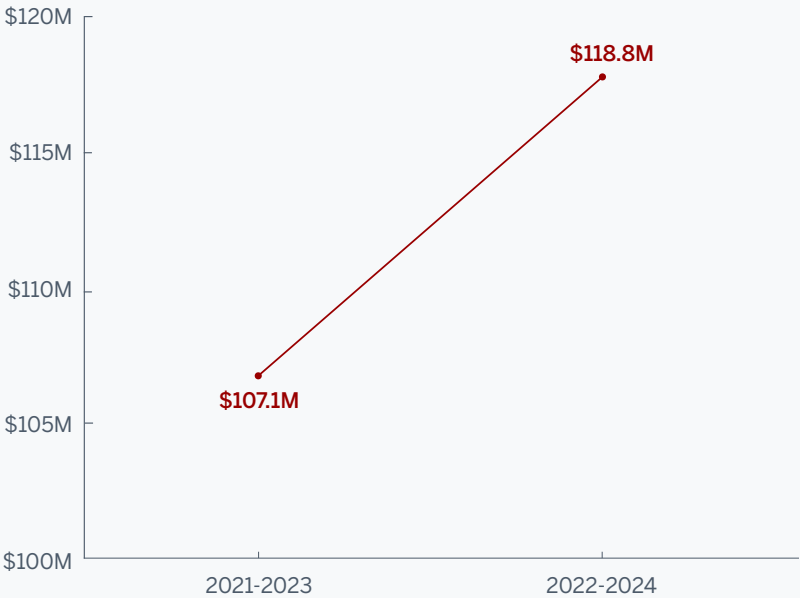
IU LAB is just one example of IU’s commitment to pursuing research that has a dramatic impact on our state and on a national and global scale. Other recent noteworthy activities include:

- A growing partnership with Naval Surface Warfare Center, Crane Division, and establishment of the IU Center for Reliable and Trusted Electronics (IU CREATE) as part of a \$111 million investment to strengthen IU’s and Indiana’s national leadership in microelectronics.
- New STEM research and laboratory space at the IU Science and Technology Corridor in Indianapolis as part of the \$250 million investment in life sciences, human health, and biotechnology.
- Major awards from public and private organizations, including a \$1.25 million grant from the Gordon and Betty Moore Foundation for boundary-pushing experimental physics.
- Prestigious honors for IU Distinguished Professors Eduardo Brondizio and Richard DiMarchi: Brondizio was awarded the 2025 Tyler Prize for Environmental Achievement, one of the world’s most prestigious environmental awards, and DiMarchi won the 2024 Mani L. Bhaumik Breakthrough of the Year Award for his role in discovering the use of GLP-1 to treat obesity, revolutionizing public health.



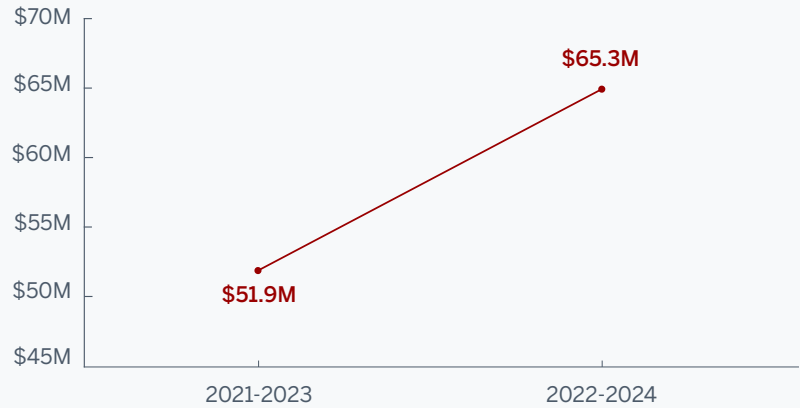
INCREASING FUNDING
FROM PUBLIC AND PRIVATE
SOURCES

IU increased its rolling three-year average for sponsored research from foundations, industry, and government contracts from \$107.1 million for FY 2021-2023 to \$118.8 million for FY 2022-2024—a 10.9% increase, equaling an average of more than \$11.7 million in additional annual support.



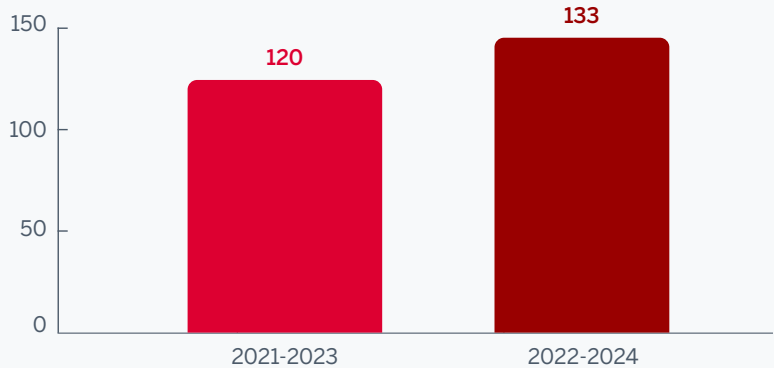
ELEVATING PHILANTHROPIC
SUPPORT FOR RESEARCH AND
CREATIVE WORK

IU boosted its rolling three-year average for philanthropic support for transformational research and creative pursuits from \$51.9 million for FY 2021-2023 to \$65.3 million for FY 2022-2024—a 25.8% increase, equaling an average of more than \$13 million in additional annual support.



GROWING A PIPELINE OF IDEAS

IU increased its rolling three-year average for invention disclosures from faculty, staff, and students from 120 for FY 2021-2023 to 133 for FY 2022-2024.





SERVICE TO OUR STATE AND BEYOND

FROM CLASSROOMS TO CAREERS: HOW IU IS SHAPING INDIANA'S FUTURE

Indiana University is playing a pivotal role in strengthening the state's workforce by streamlining admissions, creating talent pipelines, and fostering innovation.

IU also continues to connect its vast intellectual and creative resources with strategic opportunities that are driving economic growth across Indiana and dramatically advancing the quality of life of Hoosiers.

CREATING TALENT PIPELINES

IU has engaged in several new partnerships to address talent needs in business, education, technology, bioscience, and other key industries. These include:

- The Kelley Business Plus program at IU Indianapolis, which enables students to alternate between semesters of academic coursework and full-time paid work.
- A new co-op partnership with Eli Lilly and Co., which connects undergraduate students from several IU schools, including the Luddy School of Informatics, Computing, and Engineering, and the School of Health & Human Sciences, with hands-on training.
- A new Registered Apprenticeship Program, which offers participants paid apprenticeships in their local school districts while earning their bachelor's degree and teaching license.



STREAMLINING ADMISSIONS

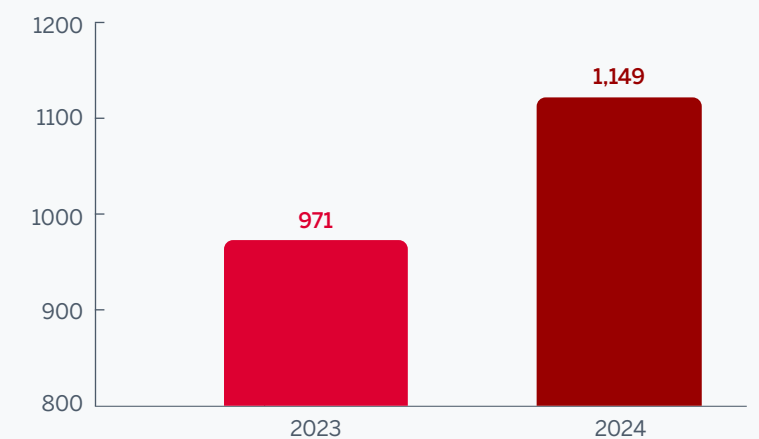
IU Indianapolis and IU South Bend have recently partnered with local schools to seamlessly transition qualifying high school seniors and provide resources that will help them thrive both academically and personally.

IU Indianapolis' initiative has led to an increase of over 80% in first-year enrollment of students from Indianapolis Public Schools. IU South Bend's new partnerships with the School City of Mishawaka and Elkhart Community School Corp. allow students to bypass the traditional application process, reinforcing the campus' commitment to building a new generation of community leaders.



INCREASING EDUCATIONAL AND CAREER PATHWAYS FOR HOOSIER STUDENTS

IU increased the number of PK-12 school partnerships across the state, including career pathway partnerships with high schools, from 971 in FY 2023 to 1,149 in FY 2024, **an increase of 18.3%.**





INNOVATING THE HOOSIER ECONOMY

IU Innovates, a university-wide initiative, has been helping students and faculty create and grow startup ventures since the fall of 2023. Having recently joined forces with the Shoemaker Innovation Center in the Luddy School of Informatics, Computing, and Engineering and the Johnson Center for Entrepreneurship and Innovation at the Kelley School of Business, IU Innovates is primed to further strengthen Indiana's entrepreneurial ecosystem.

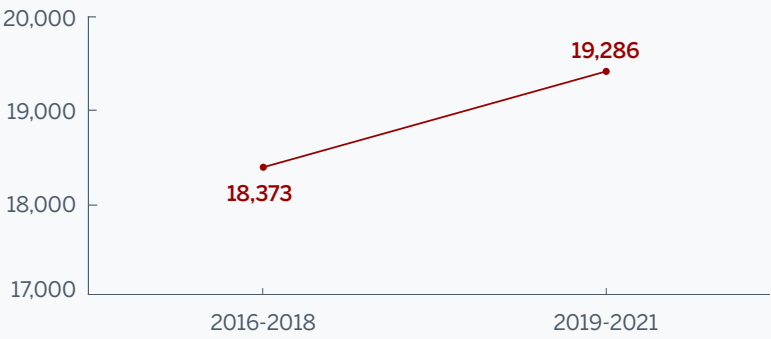
IU Bloomington and community partners are working to accelerate the development of Bloomington's Trades District thanks to a \$16 million grant from Lilly Endowment, Inc. The collaborative effort will expand the area's capacity to incubate entrepreneurs; attract high-wage jobs at Bloomington's new sustainable tech center, The Forge; facilitate area development and revitalization projects; and create new artwork, arts pathways, and cultural programming that engage Bloomington's creative community.

IU is also increasing partnerships that strengthen the state's rural communities. In fall 2024, the IU Center for Rural Engagement and leaders in Daviess County launched 20 community-identified projects through the Sustaining Hoosier Communities Initiative. The center also continues to match the research, teaching, and service of IU Bloomington faculty, students, and staff with projects important to partners across rural Indiana.



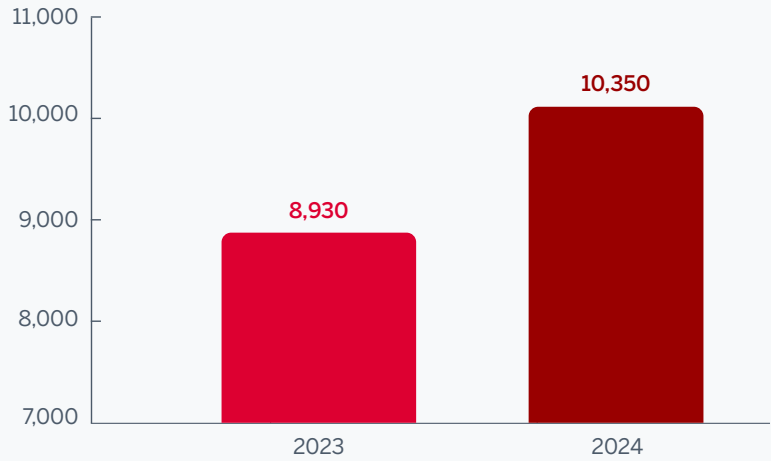
FUELING INDIANA'S TALENT PIPELINE AND NEEDS OF CRITICAL INDUSTRIES

According to Indiana Post-Secondary Employment Outcomes data, the number of IU bachelor's degree graduates employed in Indiana one year after graduation increased from 18,373 combined graduates in the years 2016, 2017, and 2018 to 19,286 combined graduates in the years 2019, 2020, and 2021, **an increase of 5%.**



MEETING INDIANA'S TALENT AND WORKFORCE NEEDS

IU expanded the number of external partnerships to address future talent and workforce needs in Indiana and beyond from 8,930 in FY 2023 to 10,350 in FY 2024, **an increase of 15.9%.**



\$16 MILLION

Lilly Endowment, Inc. grant to accelerate the development of Bloomington's Trades District

125 STUDENT STARTUP FOUNDERS

supported by the IU Innovates initiative

MORE THAN 400

rural development projects, engaging over 5,000 IU students and nearly 103,000 Indiana residents, led by the IU Center for Rural Engagement



INDIANA'S UNIVERSITY: NINE CAMPUSES, ONE UNIVERSITY SERVING EVERY HOOSIER



In 2024, President Whitten completed a journey through all 92 Indiana counties that revealed first-hand how IU's impact is enhancing communities across the state. Conversations with local leaders, educators, and citizens highlighted successful initiatives and unique opportunities to strengthen Indiana's future.

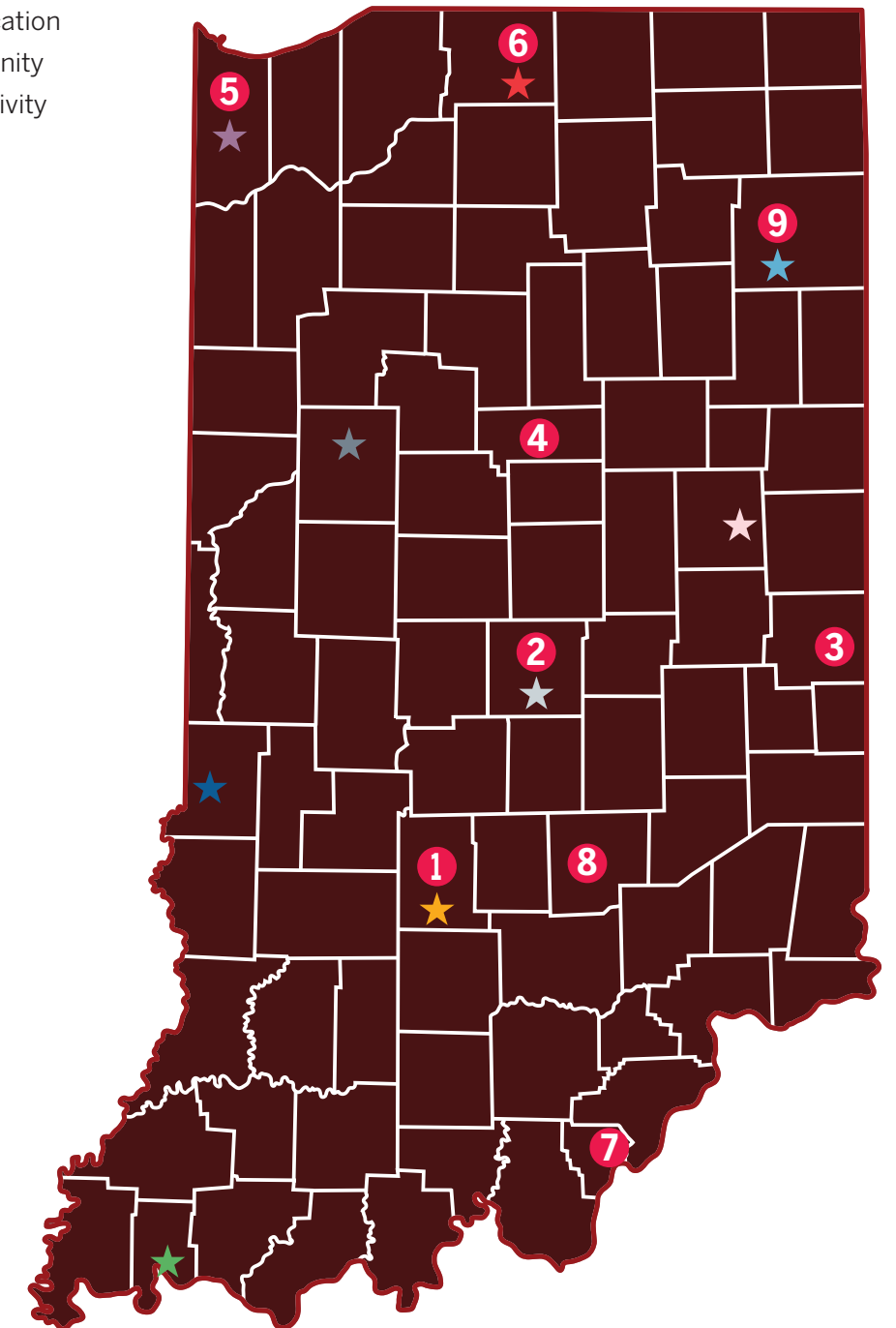
The insights and lessons learned during these visits now guide the IU 2030 strategic plan for how IU's nine campuses can best serve Hoosiers through:

- Increasing accessibility to affordable education
- Focusing on student success and opportunity
- Driving transformative research and creativity
- Maximizing internal efficiencies
- Addressing workforce needs of the future
- Helping grow the Indiana economy

- 1 IU Bloomington
- 2 IU Indianapolis
- 3 IU East
- 4 IU Kokomo
- 5 IU Northwest
- 6 IU South Bend
- 7 IU Southeast
- 8 IU Columbus
- 9 IU Fort Wayne

MEDICAL SCHOOL CAMPUSES

- ★ Bloomington
- ★ Evansville
- ★ Fort Wayne
- ★ Gary
- ★ Indianapolis
- ★ Muncie
- ★ South Bend
- ★ Terre Haute
- ★ West Lafayette





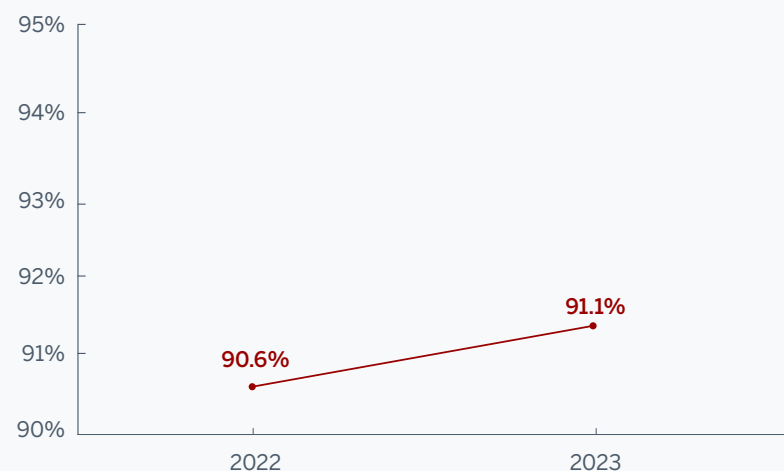
INNOVATIVE PROGRAMS AND FACILITIES, NEW DEGREES SPUR RECORD APPLICATIONS TO IU'S FLAGSHIP CAMPUS

In an era when many institutions face enrollment challenges, Indiana University Bloomington continues to attract record-breaking numbers of applicants with its top-notch faculty, innovative and interdisciplinary academic programs, state-of-the-art facilities, and stunning campus.

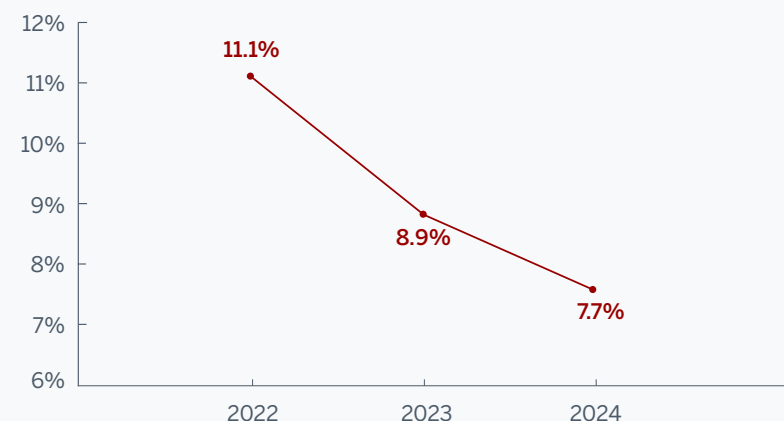
Over the past decade, IU Bloomington saw a 24% increase in beginner enrollment, reflecting the campus' commitment to affordability and creating experiences that equip students for personal and professional success. This rise in enrollment comes with increased selectivity: IU Bloomington's 2024-25 beginner class was academically outstanding, with a 3.90 median GPA and average SAT score of 1307.

ENSURING STUDENT PERSISTENCE

IU Bloomington has improved fall-to-fall retention rates to **above 91%** for full-time beginner students from the fall 2022 cohort.



IU Bloomington reduced DFW rates, which measure students who receive D or F grades or withdraw from a course, from 11.1% in fall 2022 to 7.7% in fall 2024, **a decrease of 3.4 percentage points.**



**RECORD
48,424**

students
in fall 2024

**RECORD
82,000+**

undergraduate
applications
for fall 2025

**60+ NEW
FACULTY**

hired through
the Faculty
100 initiative

\$75 MILLION
investment to
expand engineering
academic programs

**11 NEW
DEGREES**
to meet market
demands

IU Bloomington also continues to introduce new teaching and learning innovations to prepare graduates for successful careers and address the needs of dynamic industries that will drive Indiana's future economic development. In 2024 alone, the campus announced:

- New academic programs in music business, public health, education, public policy, and economics and data science.
- A new "AI Applications in Marketing" course at the Kelley School of Business designed for marketing professionals eager to harness the power of artificial intelligence.
- A new Kinetic Imagery and Extended Reality Lab, or KIX Lab, at The Media School, to serve as a hub for the creation, use, and study of virtual worlds.

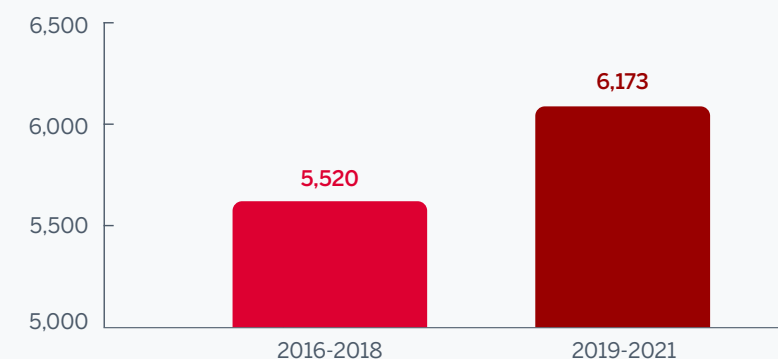
IU Bloomington will also launch:

- A campus-wide first-year seminar.
- A new early-start program for incoming freshmen and transfer students.
- Continued investments in academic advising and wellness services.
- Innovations through the Hutton Honors College.
- The new Crimson Course Transformation initiative that has improved student outcomes in foundational courses.

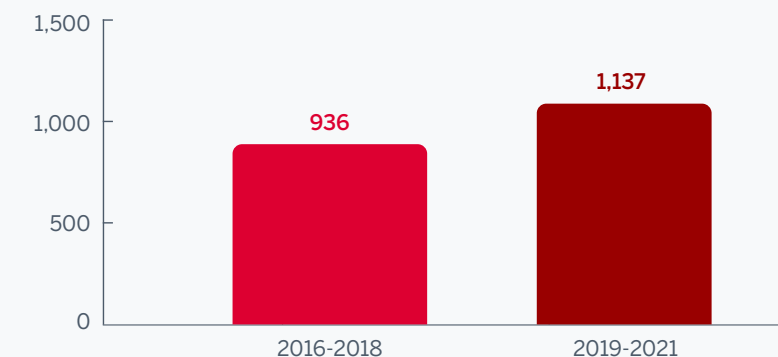
These and other improvements have already contributed to a significant reduction in D or F grades or withdrawals—a 3.4% decrease over the past two years. IU Bloomington has also achieved 91% fall-to-fall retention for full-time beginner students.

FUELING INDIANA'S TALENT PIPELINE AND NEEDS OF CRITICAL INDUSTRIES

According to Indiana Post-Secondary Employment Outcomes data, the number of IU Bloomington bachelor's degree graduates employed in Indiana one year after graduation increased from 5,520 combined graduates in the years 2016, 2017, and 2018 to 6,173 combined graduates in the years 2019, 2020, and 2021, **an increase of 11.8%.**



IU Bloomington also increased the number of bachelor's degree graduates who pursue careers in the life and health sciences in Indiana from 936 graduates between 2016-2018 to 1,137 graduates between 2019-2021, **an increase of 21.5%.**





**IU INDIANAPOLIS CREATES
BREAKTHROUGHS AS CITY'S PREMIER
RESEARCH UNIVERSITY**

In its first full year as Indiana University Indianapolis, the campus has already distinguished itself as a premier urban research institution. In 2025, IU Indianapolis achieved Research 1 status from the Carnegie Classification of Institutions of Higher Education, becoming Indianapolis' only R1 university. This status recognizes IU Indianapolis' contribution to scientific breakthroughs, its high level of research activity, and number of doctoral degrees conferred.

At IU Indianapolis, researchers are at the forefront of transformative discoveries that are creating a safer, healthier world, while enhancing the economic and cultural vitality of Indianapolis and beyond. By introducing new academic programs and expanding industry, community, and educational partnerships, the campus is also meeting the talent needs of the region and state. Nearly 90% of IU Indianapolis graduates build their careers in Indiana.

As part of IU's \$250 million investment to advance Indiana's leadership and impact in the biosciences, IU Indianapolis announced three new degrees within the biosciences field.

Other investments, technological advancements, and contributions to Indianapolis and the surrounding region include:

- Construction of a new interdisciplinary research building that will serve as the cornerstone of IU Indianapolis' Science and Technology Corridor.
- A new Business Plus Program at the Kelley School of Business in Indianapolis, which is connecting undergraduate students with prominent Indianapolis companies, including Eli Lilly and Co., Katz, Sapper & Miller, and Elanco.
- New partnerships led by the Kelley School's Center for Excellence in Manufacturing that are helping Indiana business leaders increase their competitiveness and productivity.



**R1 RESEARCH
CLASSIFICATION**
for IU Indianapolis campus

NEW \$110 MILLION
multipurpose athletic facility, the James T. Morris Arena, for Indy residents and visitors

NEARLY 90%
of IU Indianapolis graduates go on to jobs in the state of Indiana

- A new, high-powered computer server at the Luddy School of Informatics, Computing, and Engineering in Indianapolis that can model complex biological systems, train deep learning to better diagnose patients, and analyze genomic datasets at previously unreachable speeds.

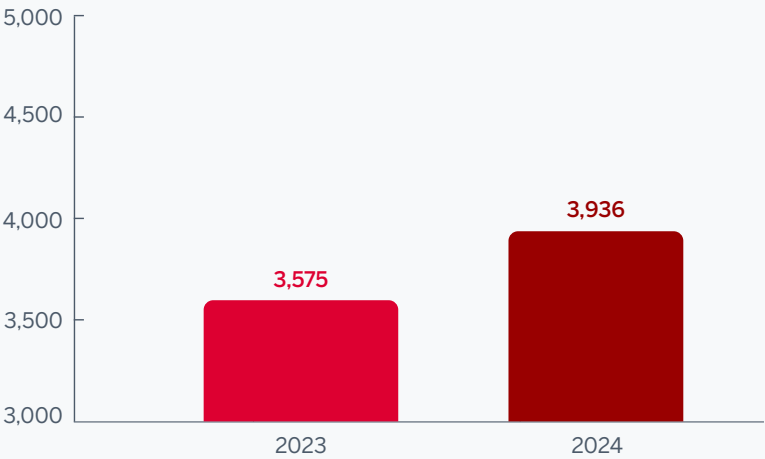
IU Indianapolis oversees two IU regional education centers in Columbus and Fort Wayne that extend the impact of IU research and service in local communities.

At IU Columbus, students conduct research experiments involving the 3D printing of chitin, a renewable, natural polymer made from cicada shells. Chitin has antimicrobial properties that could promote wound healing and other broader possibilities in the medical world. Meanwhile, students at the IU School of Nursing in Fort Wayne now use an immersive virtual reality program to train for scenarios they will encounter as healthcare providers in the real world.



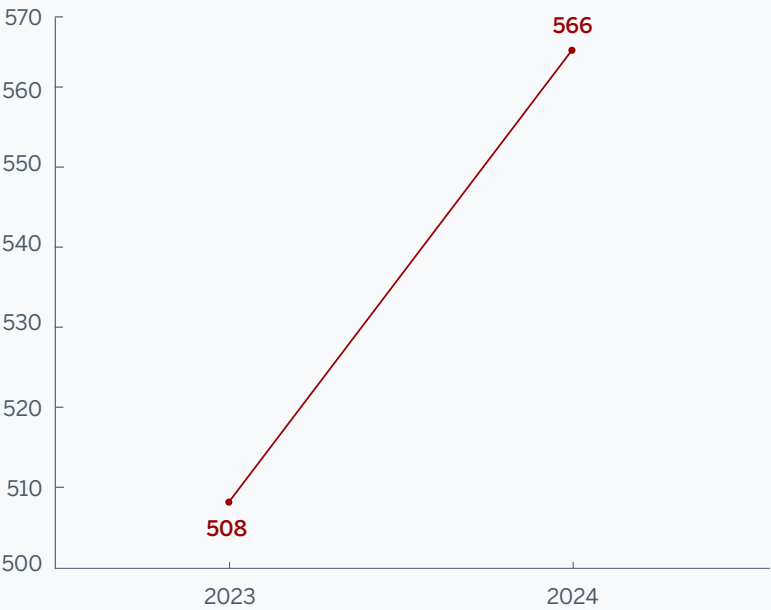
**GROWING EXTERNAL
PARTNERSHIPS**

IU Indianapolis expanded the number of external partnerships to address future talent and workforce needs in Indiana and beyond from 3,575 in FY 2023 to 3,936 in FY 2024, **an increase of 10.1%.**



**CREATING PATHWAYS FOR
COLLEGE-READY HOOSIERS.**

IU Indianapolis increased its number of PK-12 school partnerships across the state, including career pathway partnerships with high schools, from 508 in FY 2023 to 566 in FY 2024, **an increase of 11.4%.**





IU SCHOOL OF MEDICINE

IU SCHOOL OF MEDICINE ADVANCES HUMAN HEALTH THROUGH CUTTING-EDGE RESEARCH, HIGH-QUALITY EDUCATION

As the largest medical school in the country, the Indiana University School of Medicine is transforming healthcare in the state and beyond through pioneering research against some of the country's top diseases, the expansion of medical education, and the enhancement of health outcomes for Hoosiers.

Across its nine campuses, the school boasts more than 100 faculty experts who are leading the fight against Alzheimer's disease and related dementias, which affect more than 6.7 million Americans. It is the site of clinical trials into two FDA-approved Alzheimer's drugs, including a compound produced by Indianapolis-based drug maker Eli Lilly and Co.; a biobank with more than 2 million biological samples supporting Alzheimer's research; and work to develop a novel, cutting-edge blood test for the disease.

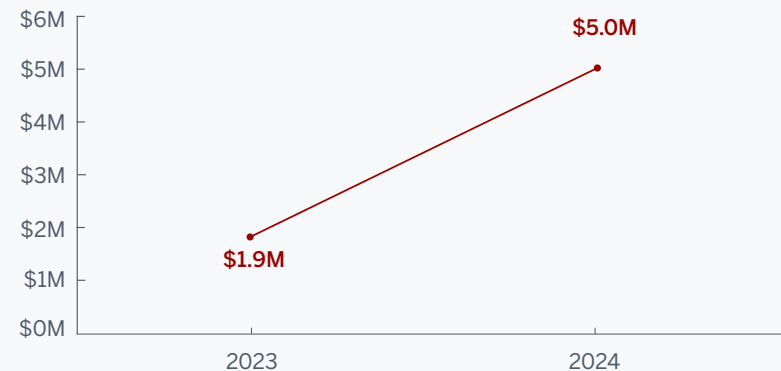
This work has attracted the attention of leading global health philanthropist and Microsoft co-founder Bill Gates, who toured the school's facilities last year.

The IU School of Medicine continues to further its commitment to the pursuit of world-class research while it trains the next generation of physicians, many of whom choose to stay and work in Indiana. The school has seen:

- A 98% residency match rate for the class of 2025.
- The dedication of the new Medical Education and Research Building, a 326,000-square-foot, 11-story facility that will help the school attract the best and most talented students, educators, and physicians.
- The state's first mobile lung screening unit, a collaborative partnership between the IU Melvin and Bren Simon Comprehensive Cancer Center and IU Health to reduce statewide rates of lung cancer. The mobile unit—a 40-foot truck with a CT scanner—will provide approximately 2,000 scans across Indiana in 2025. Only 16.9 percent of Hoosiers at high risk of lung cancer were screened in 2024.
- The expansion of its Medical Laboratory Scientist program to the school's campus in Evansville, Indiana, helping to address a critical nationwide shortage of medical laboratory technologists and technicians.

INCREASING PHILANTHROPIC SUPPORT

The IU School of Medicine increased philanthropic financial aid to support student access and affordability from \$1.9 million in FY 2023 to \$5 million in FY 2024, **an increase of 161.6%.**



MORE THAN 100 FACULTY EXPERTS

dedicated to researching dementia

98% RESIDENCY PLACEMENT RATE

for the class of 2025

INDIANA'S ONLY

National Cancer Institute-Designated Comprehensive Cancer Center

INDIANA'S 1ST

mobile lung screening unit

New residency programs established across Indiana reflect the school's strategic commitment to improving access to care in both urban and rural communities.

At the same time, the school has seen a rise in the number of sponsored research studies from industry and government contracts, as well as an increase in philanthropic support funding for endowed financial aid that supports student access and affordability.



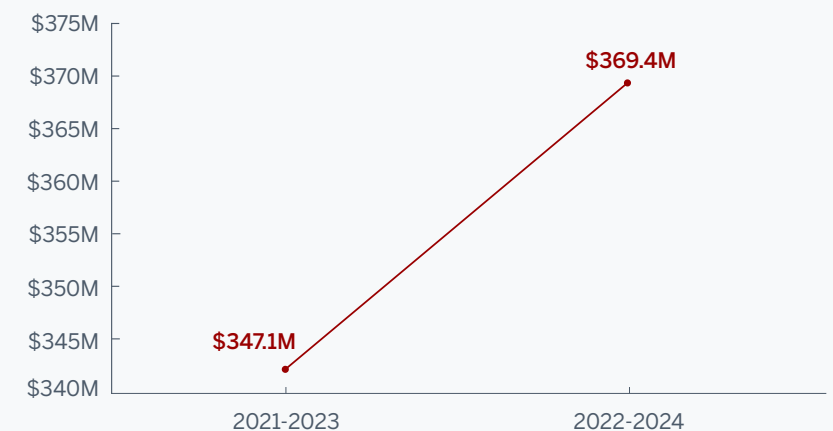
NATION'S LARGEST MEDICAL SCHOOL

with nine campuses across Indiana

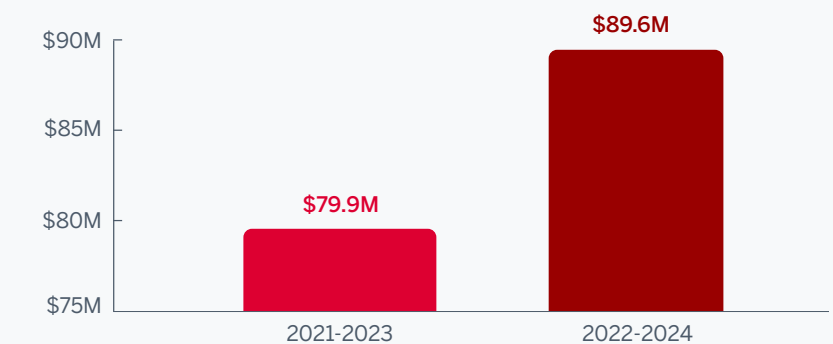


ADDRESSING INDIANA'S AND THE NATION'S MOST PRESSING HEALTH CHALLENGES

The IU School of Medicine increased its rolling three-year average for external sponsored research funding from \$347.1 million for FY 2021-2023 to \$369.4 million for FY 2022-2024, **an increase of 6.4%.**



The IU School of Medicine increased its rolling three-year average for sponsored research from foundations, industry, and government contracts from \$79.9 million for FY 2021-2023 to \$89.6 million for FY 2022-24, **an increase of 12.1%.**



REGIONAL CAMPUS HIGHLIGHTS



Indiana University's regional campuses—which enroll nearly 18,000 students and contribute over \$1 billion in economic impact to Indiana's communities—are advancing important initiatives to promote student success while deepening their commitment to Hoosiers all across the state.

Through new and enhanced partnerships with academic and industry leaders, outreach programs, and other efforts, each campus has boosted student retention, graduation outcomes, and career readiness for a wide range of learners, many of whom are non-traditional or first-generation students.

In recent months, IU's regional campuses have engaged in several high-profile activities to advance the goals of the IU 2030 strategic plan, including:

- IU Northwest, which expanded its engagement infrastructure by unveiling a new home for the Center for Urban and Regional Excellence that will serve as a hub for the center's lifelong learning programs, partnerships, and community initiatives.
- IU Southeast, which hosted its 21st annual Student Conference and Showcase, where 238 students from more than 50 majors presented research and creative projects to celebrate academic achievement and help students develop their professional ability.
- IU East, which hosted its first Community Partnership Showcase in April. Faculty, staff, students, and local organizations were invited to highlight collaborative projects.

- IU South Bend, which forged new educational pathways for local students by signing an admissions agreement with area school districts. This agreement eliminates barriers in the college application process and enables more high school graduates to transition into college under an IU support system.
- IU Kokomo, which hosted a free "Ignite Your Future" summer camp that focuses on first-generation students, showing that higher education is within their reach.

Additionally, 2025 marked the first Regionals at the Rotunda event. Students and faculty from IU's regional campuses and IU Online visited the Indiana Statehouse to present undergraduate research and creative activities to state legislators and stakeholders. Showcasing a diverse range of projects addressing such important issues as cancer treatment, environmental sustainability, and substance abuse disorder, the event reflected the profound benefits of IU's regional campuses in driving economic mobility, cultural vitality, and quality-of-life improvements in the regions they serve.



**MORE THAN
\$1 BILLION**
in economic impact

**NEARLY
18,000**
students

91%
career
placement
rate

85%
of students are
Indiana high
school graduates

62.4%
of alumni are
employed in
Indiana

28%
of students are
first generation



EAST

PARTNERSHIPS, PATHWAYS, AND PROJECTS SUPPORT STUDENT SUCCESS, LOCAL COMMUNITY

IU East continues to provide students with an affordable, flexible education through its successful online programs and other academic offerings.

Recent months have seen the campus introduce several new projects that are addressing pressing regional issues, such as teacher shortages and local government efficiency challenges, while giving students an opportunity to apply what they've learned in the classroom to a real-world setting.

These new projects include:

- Tomorrow's Teachers Today, a program launched in 2023 at three partner high schools to identify, encourage, and prepare people in local communities who are interested in transitioning to the education profession.
- A project undertaken by students in a governmental accounting class who analyzed actual and budgeted financial statements for the City of Richmond and discovered funds for a renovated fire station, a SWAT building for police use, a new transit bus station, and improvements to the Parks and Recreation Department.



KOKOMO

SUPPORT OF FIRST-GENERATION STUDENTS INVOLVES PROGRAMS, NEW FACILITIES

One-quarter of Indiana University Kokomo's students are first-generation college students, and new programs, facilities, and technologies are helping to ensure these students are successful in earning their degrees.

The campus is also fueling innovation in North Central Indiana through new collaborations and spaces designed to provide transformative learning experiences for students and bring together leaders in education, business, and the community.



1/4 OF IU KOKOMO STUDENTS

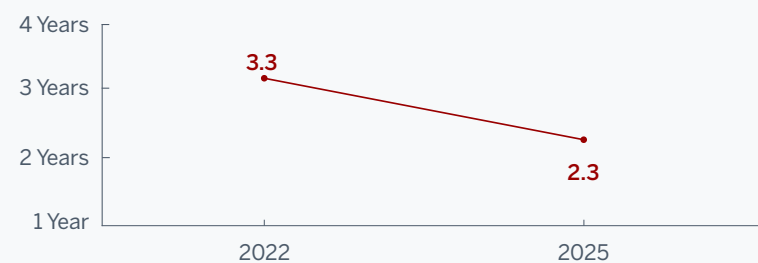
are first generation

Recent efforts include:

- Membership in FirstGen Forward and The First-Generation College Celebration initiative, highlighting the experiences and achievements of first-generation students while addressing the systemic barriers they face in higher education.
- The new Innovation Hall, which includes a media lab and eSports arena, a technology studio, dedicated space for the KEY Center for Innovation, a business analytics lab, and professional offices and other training and gathering spaces for students.

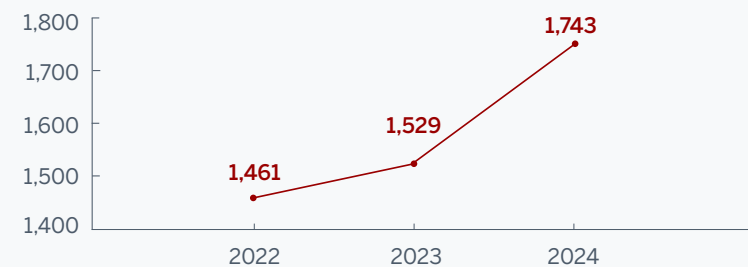
IMPROVING GRADUATION TIME AMONG MASTER'S DEGREE STUDENTS

Between FY 2022 and FY 2025, IU East reduced the average time to graduation for master's degree students **by one year**.



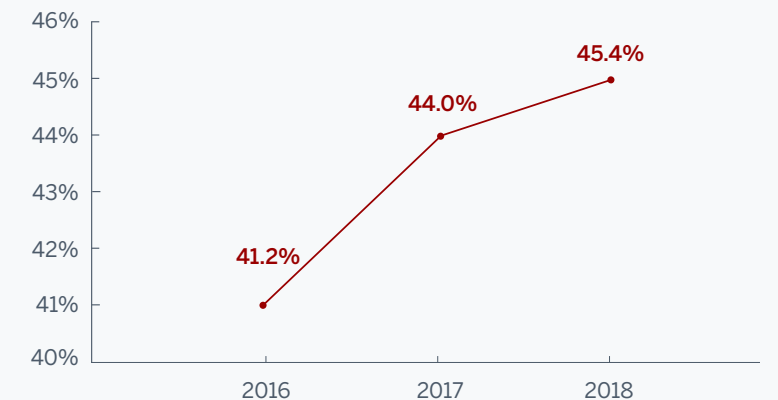
CONTINUING TO INCREASE ONLINE EDUCATION

IU East increased undergraduate student enrollment in online programs and certificates from 1,461 students in fall 2022 to 1,743 students in fall 2024, **an increase of 19.3%**.



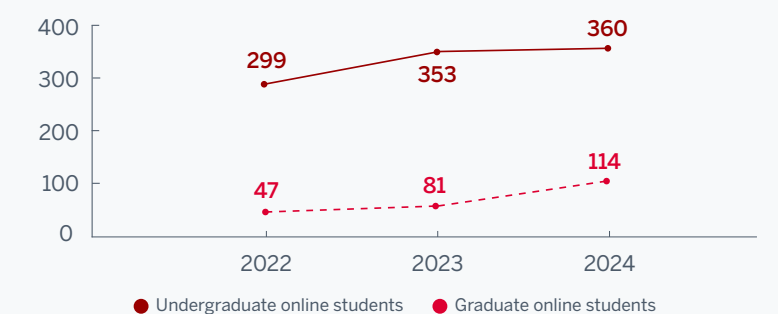
ENSURING MORE BEGINNER STUDENTS STAY IN SCHOOL AND GRADUATE

IU Kokomo increased the six-year graduation rate among full-time beginners seeking a bachelor's degree **by 4.2 percentage points** (fall 2016-2018 cohorts).



EXPANDING ACCESS THROUGH ONLINE ENROLLMENT

IU Kokomo increased undergraduate online enrollment from 299 students in fall 2022 to 360 students in fall 2024, **an increase of 20.4%**. The campus increased graduate online enrollment during that time **by 142.6%**.





NORTHWEST

NEW PROGRAMS HELP DRIVE POSITIVE TRENDS IN STUDENT SUCCESS

Enrollment and retention rates are improving at Indiana University Northwest. The campus has also seen overwhelmingly positive trends in grades, graduation rates, and other key student success measures.

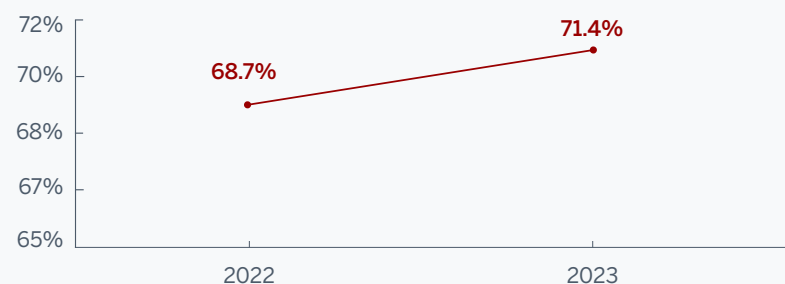
These improvements have come as IU Northwest continues to invest in best practices and programs that give students, including first-generation students and those who've taken a gap year following high school, a sense of belonging even before they arrive on campus and address their most important academic and personal needs.

Notable activities include:

- Summer Bridge Program participants show 10% higher semester-to-semester and 30% higher year-over-year retention rates compared to the general student population.
- RedHawks CARE (Community Aligned Resources and Engagement), a groundbreaking program to be established with a \$900,000 grant from the U.S. Department of Education. RedHawks CARE will directly address the fundamental needs of IU Northwest students, including food, housing, transportation, and mental health.

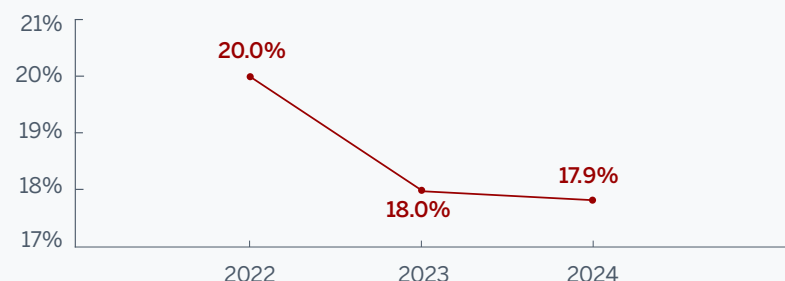
IMPROVING STUDENT RETENTION

Fall-to-fall retention rates among full-time beginners seeking a bachelor's degree at IU Northwest (fall 2021-2023 cohorts) are at 71.4%, **an increase of 2.7 percentage points.**



ENSURING STUDENT PROGRESS

IU Northwest reduced DFW rates, which measures students who receive D or F grades or withdraw from a course, from 20% in fall 2022 to 17.9% in fall 2024, **a decrease of 2.1 percentage points.**



SOUTH BEND

IU SOUTH BEND IMPROVES COMMUNITY WITH CRITICAL HEALTHCARE INFRASTRUCTURE, EDUCATION ACCESS

At Indiana University South Bend, new state-of-the-art training facilities for students in healthcare; high-quality online courses in business, the health sciences, and other key academic areas; and outreach programs for high school graduates are increasing student access and success and improving the health and lives of people in the South Bend region.

These efforts are addressing critical shortages in the state, which had 60,000 unfilled registered nurse positions as of 2023. An additional 5,000 positions will be created by the demand for healthcare by 2030.

IU South Bend's efforts include:

- The grand opening of the 20,000-square-foot Dwyer Healthcare Simulation Center, which will provide real-life simulations in the types of scenarios students will face in their careers in nursing, radiography, and medical imaging.
- The Map the Gap program, designed to guide high school students who take a gap year after graduation through personal discovery, professional development, and community connection. By the mid-point of the program, 80% of these students are interested in pursuing a college degree.

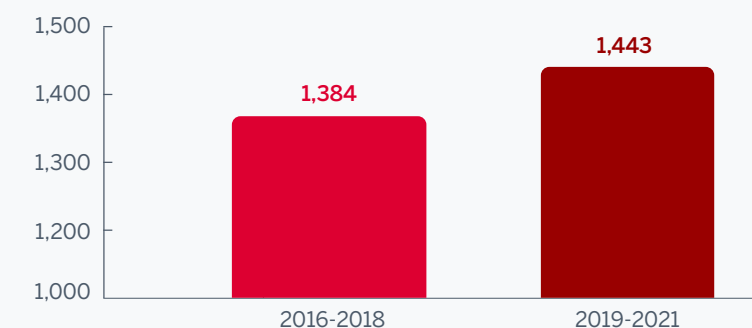


90%

of IU South Bend health sciences graduates stay and work in the region

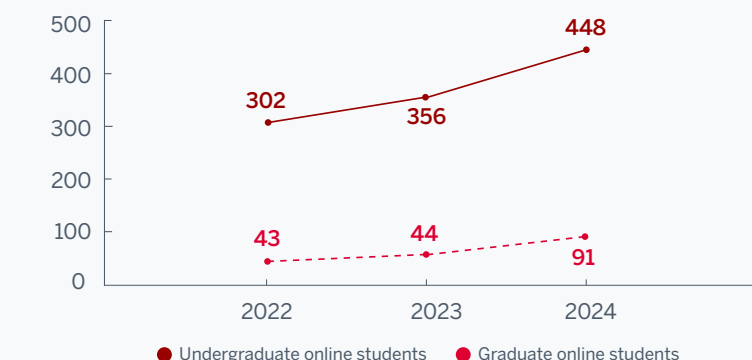
BOLSTERING THE HOOSIER WORKFORCE

According to Indiana Post-Secondary Employment Outcomes data, the number of IU South Bend bachelor's degree graduates employed in Indiana one year after graduation increased from 1,384 combined graduates in 2016, 2017 and 2018 to 1,443 combined graduates in 2019, 2020 and 2021, **an increase of 4.3%.**



PROVIDING INCREASED FLEXIBILITY TO COMPLETE AN IU DEGREE

IU South Bend increased undergraduate online enrollment from 302 students in fall 2022 to 448 students in fall 2024, **an increase of 48.3%.** The campus more than doubled its graduate online enrollment during that time.





SOUTHEAST

IU SOUTHEAST'S EXPANDED PARTNERSHIPS STRENGTHEN WORKFORCE DEVELOPMENT IN REGION

Indiana University Southeast continues to increase the number of graduates who pursue careers in life and health sciences in Indiana.

Newly forged regional partnerships have also created pathways to help the campus strengthen regional workforces for physical and occupational therapy and business professions.

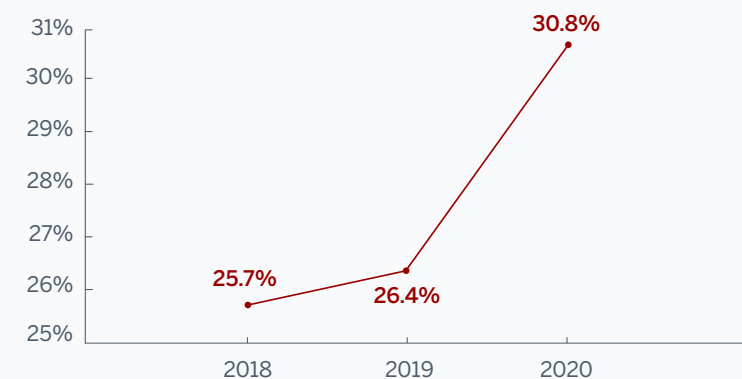
These community partnerships include:

- A partnership with Baptist Health, Norton Healthcare, and UofL Health that will transfer a Bachelor of Science in Medical Laboratory Science

- to IU Southeast. The hospitals will provide faculty, operational support, laboratory equipment, remodeled campus labs, and internships that will offer students hands-on clinical experience and prepare them to fill critical positions in the region's healthcare workforce.
- An agreement with Hanover College that will expedite the enrollment process with guaranteed admission for qualified IU Southeast graduates seeking entry into Hanover's Doctor of Physical Therapy and Doctor of Occupational Therapy programs. Many graduates of these programs will stay and work in the region, providing meaningful care to Hoosier patients and strengthening the local economy.

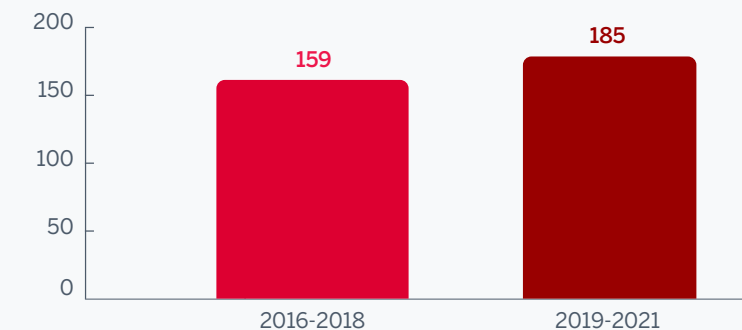
ELEVATING ON-TIME GRADUATION RATES

IU Southeast increased on-time graduation rates among full-time beginners seeking a bachelor's degree (fall 2018-2020 cohorts) **by 5.1 percentage points.**



ADVANCING INDIANA'S LIFE AND HEALTH SCIENCES WORKFORCE

According to Indiana Post-Secondary Employment Outcomes data, IU Southeast increased the number of bachelor's degree graduates who pursue careers in the life and health sciences in Indiana one year after graduation from a combined 159 graduates in 2016, 2017 and 2018 to 185 combined graduates in 2019, 2020 and 2021, **an increase of 16.4%.**



“

What should a university do?

It should provide high-quality education and make that education as affordable and accessible as possible. It should serve the community that supports it, contributing to its health and prosperity. And it should generate knowledge in the form of high-impact research that solves real problems our communities face.”

IU PRESIDENT PAMELA WHITTEN





LEARN MORE AT [STRATEGICPLAN.IU.EDU](https://strategicplan.iu.edu)