INFO I445/INFO I590/NEWM N485
Competitive Intelligence for Informatics I

Department of Human-Centered Computing
Indiana University School of Informatics and Computing, IUPUI
Fall 2015

Section No: 27045, 28630 and 28202 Credit Hours: 3
Time: Online, asynchronous
Location: N/A
First Class: August 24, 2015
Website: https://oncourse.iu.edu/portal/site/FA15-IN/INFO-I445-C84996/

Instructor: Sara Anne Hook, M.B.A. (Finance), J.D.
Professor of Informatics and Program Director, Informatics Core, School of Informatics and Computing, IUPUI
Professor, University College, IUPUI
Adjunct Professor, Center for Intellectual Property Law and Innovation, Robert H. McKinney School of Law, Indiana University
Adjunct Professor of American Studies, School of Liberal Arts, IUPUI
Admitted: Indiana (1994), Supreme Court of the United States (2012)

Office Hours: Office hours are Tuesdays from 2:00 p.m. - 4:00 p.m. (in person, by phone or using the OnCourse real-time Chat Room feature) and by appointment.

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Prerequisites: None. Elective course for School of Informatics and Computing degrees and for other programs.

Course Coach:

This is my virtual coach for the course. His name is "Tipster" and he will be helping you throughout the semester with tips, suggestions and encouragement.
Course Description:

This course will focus on the basic principles, techniques and methods of competitive analysis, the types of competitive analysis systems and their applications, traditional and new sources of information about competitors and industries, the nature of business information and its lifecycle, the ethical issues of competitive analysis and the application of competitive intelligence to real-world scenarios.

Expanded Course Description:

Competitive intelligence (CI) is the gathering and analysis of information from human and public sources about market trends and industry developments that allows for advanced identification of risks and opportunities in the competitive arena. Competitive intelligence has been defined as the creation of insights that help make better decisions and thus CI is a necessary, ethical discipline for decision-making based on understanding the competitive environment. Competitive intelligence is also its own recognized profession, with a long-standing association and a code of ethics. As the world becomes more complex and competitive and the amount of data and information that can be used for decision-making continues to grow, expertise in this area will be an excellent skill for students to have. This is a course I proposed and developed several years ago. I think that you will really enjoy learning how to do competitive intelligence work using traditional methods and new technologies - and that it will add to your skill set.

This course will focus on the basic principles, techniques and methods of competitive analysis, the types of competitive analysis systems and their applications, traditional and new sources of information about competitors and industries, the nature of business information and its lifecycle, the ethical issues of competitive analysis and the application of competitive intelligence to real-world scenarios. It will also include some coverage of the emerging practice of business analytics as it is used in competitive intelligence work as well as new technologies that can be used to glean important insight about competitors.

Required Textbooks:

Title: *Proactive Intelligence: The Successful Executive’s Guide to Intelligence.*
Authors: McGonagle, John. J. and Vella, Carolyn M.
Publisher: New York: Springer.

*Analysis Without Paralysis: 12 Tools to Make Better Strategic Decisions.*
Authors: Bensoussan, Babette E. and Fleisher, Craig S.
Publisher: Pearson.

Available at the Barnes & Noble bookstore on the IUPUI campus or various online vendors.
Additional Reading:

The textbooks will be supplemented with readings from business, legal and technology books and journals, PowerPoint presentations, websites and sample forms, templates and agreements. This material will be posted on OnCourse through the Resources link.


Faculty members are required to designate a PUL of Major, Moderate and Some Emphasis for every course in the undergraduate curriculum. For I445/I590/N485 Competitive Intelligence for Informatics I:

- PUL with Major Emphasis: 1C Information Resources Skills
- PUL with Moderate Emphasis: 3 Integration and Application of Knowledge
- PUL with Some Emphasis: 6 Values and Ethics

Learning Outcomes

Upon completion of the course, students will be able to:

- Define what is meant by competitive intelligence. [PULs 1C and 3][DF 1-5; Q#1; MP]
- Define the terminology that is used in competitive intelligence. [PULs 1C and 3][DF 1-5; Q#1; MP]
- Outline the legal and ethical issues with competitive intelligence research. [PULs 3 and 6][DF 1-5, 13-16; Q#1; Q#3; MP; AMRA; FP]
- Prepare a research plan for competitive intelligence. [PULs 1C, 3 and 6][MP; FP]
- Describe the sources of data for competitive intelligence and where/how to locate this data. [MP; AMRA; FP]
- Identify potential pitfalls in conducting and analyzing the results of a competitive intelligence process. [PULs 1C and 3][DF 1-6; Q#1; MP]
- Communicate the results of a competitive intelligence process. [PUL 3 and 6][DF 6; Q#2; MP; FP]
- Examine and evaluate a wide variety of analysis methods for competitive intelligence for specific purposes and needs. [PULs 1C and 3][DF 7-12; Q#2; Q#3; AMRA; FP]
- Apply and compare several analysis methods for competitive intelligence to a company of the student’s choice. [PULs 1C, 3 and 6][AMRA; FP]
- Prepare a comprehensive competitive intelligence report on a company of the student’s choice. [PULs 1C, 3 and 6][FP]
- Assess how business analytics and data mining are being used as part of a competitive intelligence process. [PULs 1C, 3 and 6][DF 13-14; Q#3; FP]
- Identify new technologies, methods and trends in competitive intelligence research. [PULs 1C, 3 and 6][DF 15-16]
- Highlight the potential career possibilities in the field of competitive intelligence. [PUL 3 and 6][DF 15-16]
Q=Quiz
DF=Discussion Forum
MP=Midterm Project
AMRA=Analysis Method Review and Application
FP=Final Project

Software Used:

Any software and related materials will be provided by vendors at no charge to students or the school.

Expectations/Guidelines/Policies:

Assignments are due by the stated deadline, although you can certainly submit them earlier if you wish. **If you need an extension, you must have prior approval via email and I reserve the right to deduct points for lateness. Assignments more than one week late will not be accepted without prior approval.** Please note that all assignments except the Final Project are due on Fridays at 5:00 p.m. Quizzes will open on Fridays at 5:00 p.m. and be available until Sundays at 5:00 p.m. Responses to the Discussion Forum questions are due on Sundays at noon. The Final Project will be due on Monday, December 14 at 5:00 p.m. There is no final examination for this course.

There is no opportunity for extra credit in this course. Also, there is no opportunity to revise and resubmit assignments for a higher grade.

Administrative Withdrawal:

A basic requirement of this course is that you will conscientiously participate and complete all required course activities and/or assignments. Please notify me via email if you are unable to participate or complete an assignment on time. (See the information in the previous paragraph about requests for extensions and late assignments.) **If you miss more than the first 25% of the course without contacting me, you may be administratively withdrawn from the course. Since our course is online and we do not meet, I use the Discussion Forum questions to monitor course participation. If you have not participated in these activities by the stated deadlines, you may be withdrawn. An administrative withdrawal may have academic, financial and financial aid implications.** The administrative withdrawal will take place after the full refund period and if you are administratively withdrawn from the course, you will not be eligible for a tuition refund. If you have questions about the administrative withdrawal policy at any point in the semester, please contact me.

Incomplete:

I am only allowed to assign an Incomplete (I) grade if at least 75% of the required coursework has been completed at passing quality and holding you to previously established time limits would result in unjust hardship to you. All unfinished work must be completed by the date set by the instructor. Left unchanged, an Incomplete automatically becomes an F after one year.

http://registrar.iupui.edu/incomp.html
Other Policies:

Work must be your own and it must be identified as such. Work of others, such as quotes used in a paper, must be properly identified and cited. Studying together is encouraged; however, sharing significant amounts of work or presenting the work of others as your own is not allowed. Please let me know if you have questions about the proper way to use quotations and citations. Also, please state the answers to assignment questions in your own words rather than cutting and pasting text from modules, websites, databases or other materials.

Since we do not meet face-to-face, I will rely on you to pick up your homework assignments from me in IT 589 once they are graded. I will mail graded assignments back to you if you wish - please provide your preferred U.S. or campus mailing address. According to campus policy, I am only required to keep your assignments for one month after they are graded and I reserve the option to dispose of them after that time.

Regulations, policies, guidelines, requirements and updates are to be followed, including those of Indiana University, IUPUI and the School of Informatics and Computing. This includes those that are printed in the IUPUI Fall 2015 Class Schedule, the IUPUI Campus Bulletin, posted or referenced in the course’s website on OnCourse, posted in a classroom, laboratory, office or other campus building or those presented or noted by faculty and staff members. There are a number of campus-wide policies governing the conduct of courses at IUPUI. These can be found at: http://registrar.iupui.edu/course_policies.html. A Supplement to the Syllabus is also provided on the course’s OnCourse site which includes important school policies.

I reserve the right to revise the syllabus as needed during the semester.

Course Management and Helpful Hints:

There are no class meeting times per se for this course. Instead, this course is conducted "asynchronously", which means that we will be sending and receiving email messages and participating in "virtual discussions" using the OnCourse Forums tool. If you click on the Forums link on the left side of the OnCourse screen, you can see that I have already set up a Discussion Forum for each module of the course. Please make an effort to participate in the Discussion Forums regularly - not only is this 20% of your grade, but it will also be a much more rewarding course if we all share our thoughts and expertise. Points will be taken off if all questions in a Discussion Forum are not responded to. This is a 3-credit hour course and we cover a great deal of material, so you can expect to be at least as busy as you would be in a course that meets face-to-face every week.

The course will be divided into weekly modules. Each module will officially begin on Monday. Modules will officially end at noon on Sundays, but once I have posted a module, it will be available throughout the semester in case you want to review. You will use the OnCourse Resources link to access the modules.

For each module, there will be a reading assignment, designated by a book icon. Many of the reading assignments will be from the course textbooks, but I will also upload,
reference or provide a link to other materials as well. Whatever I upload will be provided through the OnCourse Resources link.

For each module, there will also be a series of online discussion questions, indicated by a computer icon. We will use the OnCourse Discussion Forum to share the responses to these questions. Responses to the weekly Discussion Forum questions are due by Sundays at noon.

Each week, I will also provide a mini-lecture or outline of the topic of the module, designated by the microphone icon.

For many of the modules, there may also be a PowerPoint presentation, guest lecture or online demonstration, which will be indicated by a movie projector. You will use the Resources link in OnCourse to access these materials.

For each module, I will provide a "Fireside Chat" to remind you about deadlines, explain concepts or alert you to new issues. You will use the Podcasts link in OnCourse to access the Fireside Chats.

Finally, if you have questions, please do not hesitate to email me.

Tipster says, "The most important advice for the course is to stay organized."

Tipster cannot stress enough the importance of keeping up with the reading assignments and responding to the Discussion Forum questions each week. He has noticed a direct correlation between responding regularly to the Discussion Forum questions and doing well in the course.

Also, if this is your first online course, please understand that the burden is on you to stay organized, to know what needs to be done each week and to pay attention to the deadlines for assignments. I will use the Announcements feature in OnCourse to let you know when modules are available and to remind you when assignments are due.

**Equipment Needed:**

Because this is an online course delivered through OnCourse, you will need weekly access to a computer and a sufficiently stable network to handle large files. You will need to be able to listen to podcasts, view PowerPoint presentations and short videos, search the Internet and use the
software products provided by vendors. Since this is an online course, we communicate with you by email, so all students need to provide a valid email address. Also, if you are not going to access OnCourse regularly, you need to set the OnCourse email to forward to your preferred email address (see Messages – Settings - Auto Forward).

**Grading Information**

There are 200 points total in the course.

**Quiz #1 (covers Modules 1-5):** Available from Friday, October 2 at 5:00 p.m. until Sunday, October 4 at 5:00 p.m. 20 points [Corresponds to PULs 1C, 3 and 6]

**Midterm Project:** Due Friday, October 16 at 5:00 p.m. 30 points [Corresponds to PULs 1C, 3 and 6]

**Quiz #2 (covers Modules 6-10):** Available from Friday, November 6 at 5:00 p.m. until Sunday, November 8 at 5:00 p.m. 20 points [Corresponds to PULs 1C and 3]

**Analysis Method Review and Application:** Due Friday, November 20 at 5:00 p.m. 30 points [Corresponds to PULs 1C, 3 and 6]

**Quiz #3 (covers Modules 11-14):** Available from Friday, December 4 at 5:00 p.m. until Sunday, December 6 at 5:00 p.m. 20 points [Corresponds to PULs 1C, 3 and 6]

**Final Project:** Due Monday, December 14 at 5:00 p.m. 40 points [corresponds to PULs 1C, 3 and 6]

**Participation in Discussion Forums:** 40 points (2.5 points per Discussion Forum – due Sundays by noon) [corresponds to PULs 1C, 3 and 6]

Final course grades are calculated by adding up all of the points that you earned in the course and dividing by 200. This will give you a percentage. See the Grading Scale below for the minimum percentage that you need for each course grade. I don’t round up the grades, so if you want an A in the course, you need to achieve at least a 93%.

I use the gradebook function in OnCourse to post grades and provide feedback on your assignments.

**Grading Scale [percentages and/or points]**

200 points possible.

Minimum percentages for each course grade:

100% A+
93% A
90% A-
87% B+
83% B
80% B-
77% C+
73% C
70% C-
67% D+
63% D
60% D-
Below 60% F

Undergraduate Students: No credits towards major, minor or certificate requirements are granted for a course grade below a C. No credits towards general education or elective requirements are granted for a course grade below C-.

Course Schedule Detail

Module 1: Week of 8/24
Topic: Introduction to Competitive Intelligence
Reading Assignment: Chapters 1-2 in Proactive Intelligence and Chapter 1 in Analysis Without Paralysis

Module 2: Week of 8/31
Topic: Preparation for Competitive Intelligence
Reading Assignment: Chapters 3-5 in Proactive Intelligence

Module 3: Week of 9/7
Topic: The Analysis Process
Reading Assignment: Chapter 2 in Analysis Without Paralysis

Module 4: Week of 9/14
Topic: The Research Process - Part 1
Reading Assignment: Chapters 6-8 in Proactive Intelligence

Module 5: Week of 9/21
Topic: The Research Process - Part 2
Reading Assignment: Chapters 9-10 in Proactive Intelligence

Module 6: Week of 9/28
Topic: Analyzing Techniques and Communicating Results
Reading Assignment: Chapter 11 in Proactive Intelligence
Quiz #1 (covers Modules 1-5): Available from Friday, October 2 at 5:00 p.m. until Sunday, October 4 at 5:00 p.m.

Module 7: Week of 10/5
Topic: Analysis Methods - Part 1
Reading Assignment: Chapters 3-4 in Analysis Without Paralysis

Module 8: Week of 10/12
Topic: Analysis Methods - Part 2
Reading Assignment: Chapters 5-6 in Analysis Without Paralysis
Midterm Project: Due Friday, October 16 at 5:00 p.m.

Module 9: Week of 10/19
Topic: Analysis Methods - Part 3
Reading Assignment: Chapters 7-8 in Analysis Without Paralysis

Module 10: Week of 10/26
Topic: Analysis Methods - Part 4
Reading Assignment: Chapters 9-10 in Analysis Without Paralysis

Module 11: Week of 11/2
Topic: Analysis Methods - Part 5
Reading Assignment: Chapters 11-12 in Analysis Without Paralysis
Quiz #2 (covers Modules 6-10): Available from Friday, November 6 at 5:00 p.m. until Sunday, November 8 at 5:00 p.m.

Module 12: Week of 11/9
Topic: Analysis Methods - Part 6
Reading Assignment: Chapters 13-14 in Analysis Without Paralysis

Module 13: Week of 11/16
Topic: Introduction to Business Analytics for Competitive Intelligence
Reading Assignment: To be distributed
Analysis Method Review and Application: Due Friday, November 20 at 5:00 p.m.

Module 14: Week of 11/23
Topic: Data Mining for Competitive Intelligence
Reading Assignment: To be distributed

Module 15: Week of 11/30
Topic: New Technologies and Methods for Competitive Intelligence
Reading Assignment: To be distributed
Quiz #3 (covers Modules 11-14): Available from Friday, December 4 at 5:00 p.m. until Sunday, December 6 at 5:00 p.m.

Module 16: Week of 12/7
Topic: Remaining Issues and New Trends
Reading Assignment: Chapter 13 in Proactive Intelligence

Week of 12/14
Final Project: Due Monday, December 14 at 5:00 p.m.

Tipster says, “Thank you for enrolling in our course this semester!”
Supplement to the Syllabus  
I445/I590/N485 Competitive Intelligence for Informatics I  
Fall 2015  

CODE OF CONDUCT  

All students should aspire to the highest standards of academic integrity. Using another student’s work on an assignment, cheating on a test, not quoting or citing references correctly, or any other form of dishonesty or plagiarism shall result in a grade of zero on the item and possibly an F in the course. Incidences of academic misconduct shall be referred to the Department Chair and repeated violations shall result in dismissal from the program.

All students are responsible for reading, understanding, and applying the Code of Student Rights, Responsibilities and Conduct and in particular the section on academic misconduct. Refer to The Code > Responsibilities > Academic Misconduct at http://www.indiana.edu/~code/. All students must also successfully complete the Indiana University Department of Education “How to Recognize Plagiarism” Tutorial and Test. https://www.indiana.edu/~istd You must document the difference between your writing and that of others. Use quotation marks in addition to a citation, page number, and reference whenever writing someone else’s words (e.g., following the Publication Manual of the American Psychological Association). To detect plagiarism instructors apply a range of methods, including Turnitin.com.

Academic Misconduct:

Cheating: Cheating is considered to be an attempt to use or provide unauthorized assistance, materials, information, or study aids in any form and in any academic exercise or environment.

a. A student must not use external assistance on any “in-class” or “take-home” examination, unless the instructor specifically has authorized external assistance. This prohibition includes, but is not limited to, the use of tutors, books, notes, calculators, computers, and wireless communication devices.

b. A student must not use another person as a substitute in the taking of an examination or quiz, nor allow other persons to conduct research or to prepare work, without advanced authorization from the instructor to whom the work is being submitted.

c. A student must not use materials from a commercial term paper company, files of papers prepared by other persons, or submit documents found on the Internet.

d. A student must not collaborate with other persons on a particular project and submit a copy of a written report that is represented explicitly or implicitly as the student’s individual work.

e. A student must not use any unauthorized assistance in a laboratory, at a computer terminal, or on fieldwork.

f. A student must not steal examinations or other course materials, including but not limited to, physical copies and photographic or electronic images.

g. A student must not submit substantial portions of the same academic work for credit or honors more than once without permission of the instructor or program to whom the work is being submitted.
h. A student must not, without authorization, alter a grade or score in any way, nor alter answers on a returned exam or assignment for credit.

**Fabrication:** A student must not falsify or invent any information or data in an academic exercise including, but not limited to, records or reports, laboratory results, and citation to the sources of information.

**Plagiarism:** Plagiarism is defined as presenting someone else’s work, including the work of other students, as one’s own. Any ideas or materials taken from another source for either written or oral use must be fully acknowledged, unless the information is common knowledge. What is considered “common knowledge” may differ from course to course.

i. A student must not adopt or reproduce ideas, opinions, theories, formulas, graphics, or pictures of another person without acknowledgment.

j. A student must give credit to the originality of others and acknowledge indebtedness whenever:
   1. directly quoting another person’s actual words, whether oral or written;
   2. using another person’s ideas, opinions, or theories;
   3. paraphrasing the words, ideas, opinions, or theories of others, whether oral or written;
   4. borrowing facts, statistics, or illustrative material; or
   5. offering materials assembled or collected by others in the form of projects or collections without acknowledgment.

**Interference:** A student must not steal, change, destroy, or impede another student’s work, nor should the student unjustly attempt, through a bribe, a promise of favors or threats, to affect any student’s grade or the evaluation of academic performance. Impeding another student’s work includes, but is not limited to, the theft, defacement, or mutilation of resources so as to deprive others of the information they contain.

**Violation of Course Rules:** A student must not violate course rules established by a department, the course syllabus, verbal or written instructions, or the course materials that are rationally related to the content of the course or to the enhancement of the learning process in the course.

**Facilitating Academic Dishonesty:** A student must not intentionally or knowingly help or attempt to help another student to commit an act of academic misconduct, nor allow another student to use his or her work or resources to commit an act of misconduct.

**OTHER POLICIES**

**Right to revise:** The instructor reserves the right to make changes to this syllabus as necessary and, in such an event, will notify students of the changes immediately.

**IUPUI course policies:** A number of campus policies governing IUPUI courses may be found at the following link: [http://registrar.iupui.edu/course_policies.html](http://registrar.iupui.edu/course_policies.html)

**Classroom civility:** To maintain an effective and inclusive learning environment, it is important to be an attentive and respectful participant in lectures, discussions, group work, and other classroom exercises. Thus, unnecessary disruptions should be avoided, such as ringing cell phones engagement in private conversations and other unrelated activities. Cell phones, media players, or any noisy devices should be turned off during a class. Texting, surfing the Internet, and posting to Facebook or Twitter during class are generally not permitted. Laptop use may be permitted if it is used for taking notes or conducting class activities. Students should check with
the instructor about permissible devices in class. IUPUI nurtures and promotes "a campus climate that seeks, values, and cultivates diversity in all of its forms and that provides conditions necessary for all campus community members to feel welcomed, supported, included, and valued" (IUPUI Strategic Initiative 9). IUPUI prohibits "discrimination against anyone for reasons of race, color, religion, national origin, sex, sexual orientation, marital status, age, disability, or [veteran] status" (Office of Equal Opportunity). Profanity or derogatory comments about the instructor, fellow students, invited speakers or other classroom visitors, or any members of the campus community shall not be tolerated. A violation of this rule shall result in a warning and, if the offense continues, possible disciplinary action.

**Bringing children to class:** To ensure an effective learning environment, children are not permitted to attend class with their parents, guardians, or childcare providers.

**Course Evaluation Policy:** Course evaluations provide vital information for improving the quality of courses and programs. Students are required to complete one course and instructor evaluation for each section in which they are enrolled at the School of Informatics and Computing. This requirement has three exceptions: (a) The student has withdrawn from the course; (b) only one student is enrolled in the section (in which case anonymity is impossible); and (c) the section is a laboratory that must be taken with a course having a different section number. Course evaluations are completed at [https://soic.iupui.edu/app/course-eval/](https://soic.iupui.edu/app/course-eval/)

Course evaluations are open from the eleventh week. Course evaluations are anonymous, which means that no one can view the name of the student completing the evaluation. In addition, no one can view the evaluation itself until after the instructor has submitted the final grades for the course. In small sections, demographic information should be left blank, if it could be used to identify the student. A course evaluation must close before the grade for that course can be released. To ensure students have had ample opportunity to complete the evaluation, an uncompleted course evaluation could delay the release of the grade for up to a week.

**Communication:** The instructor should respond to emails within 48 hours, excluding weekends and holidays, and announce periods of extended absence in advance. The instructor should provide weekly office hours or accept appointments for face-to-face, telephone, or teleconferenced meetings.

**Email:** Indiana University uses your IU email account as an official means of communication, and students should check it daily for pertinent information. Although you may have your IU email forwarded to an outside email account, please email faculty and staff from your IU email account.

**Disabilities Policy:** In compliance with the Americans with Disabilities Act (ADA), all qualified students enrolled in this course are entitled to reasonable accommodations. Please notify the instructor during the first week of class of accommodations needed for the course. Students requiring accommodations because of a disability must register with Adaptive Educational Services (AES) and complete the appropriate AES-issued before receiving accommodations. The AES office is located at UC 100, Taylor Hall (Email: aes@iupui.edu, Tel. 317 274-3241). Visit [http://aes.iupui.edu](http://aes.iupui.edu) for more information.

**Administrative Withdrawal:** A basic requirement of this course is that students participate in all class discussions and conscientiously complete all required course activities and/or assignments. If a student is unable to attend, participate in, or complete an assignment on time, it
is the student’s responsibility to inform the instructor. If a student misses more than half of the required activities within the first 25% of the course without contacting the instructor, the student may be administratively withdrawn from this course. Administrative withdrawal may have academic, financial, and financial aid implications. Administrative withdrawal will take place after the full refund period, and a student who has been administratively withdrawn from a course is ineligible for a tuition refund. Contact the instructor with questions concerning administrative withdrawal.

**Emergency Preparedness:** Safety on campus is everyone’s responsibility. Know what to do in an emergency so that you can protect yourself and others. For specific information, visit the emergency management website: [http://protect.iu.edu/emergency](http://protect.iu.edu/emergency)

**IUPUI Core: Vision, Mission, Values & Diversity**

**Vision of IUPUI**

The VISION of IUPUI is to be one of the best urban universities, recognized locally, nationally, and internationally for its achievements.

**Mission of IUPUI**

Indiana University-Purdue University Indianapolis (IUPUI), a partnership between Indiana and Purdue Universities, is Indiana's urban research and academic health sciences campus. IUPUI’s mission is to advance the State of Indiana and the intellectual growth of its citizens to the highest levels nationally and internationally through research and creative activity, teaching and learning, and civic engagement. By offering a distinctive range of bachelor's, master's, professional, and Ph.D. degrees, IUPUI promotes the educational, cultural, and economic development of central Indiana and beyond through innovative collaborations, external partnerships, and a strong commitment to diversity.

In pursuing its mission and vision, IUPUI provides for its constituents excellence in:

- Teaching and Learning
- Research, Scholarship, and Creative Activity
- Civic Engagement, Locally, Nationally, and Globally

With each of these core activities characterized by:

- Collaboration within and across disciplines and with the community,
- A commitment to ensuring diversity, and
- Pursuit of best practices