

Budgetary Affairs Committee
of the Indianapolis Faculty Council

Budget Hearings Reports
 Spring 2011

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Kelley School of Business

The Kelley School of Business Indianapolis aims to be the primary school of choice in Central Indiana, both for students and for companies seeking interns or new hires. During the 2009-2010 academic year, the Kelley Evening MBA program was ranked 10th among all part-time MBA programs and 4th among part-time MBA programs at public universities. Overall, the unit reports high retention rates (>90%),

which can be attributed (in part) to early intervention strategies (e.g. advising) aimed at identifying academic, personal, and/or professional troubles. Kelley Indianapolis has a well-developed process for planning and budgeting, and faculty are represented (and consulted) through the Strategic Planning Committee, whose primary aim is to identify strengths, weaknesses, opportunities, and threats to their programs.

Overall Fiscal Health. Kelley Indianapolis reports a stable financial situation. The Trustees Income Shortfall Reserve balance for 2009-10 was \$855,751, which far exceeds the required 3% reserve. Because Kelley Indianapolis does not have distinct departments and programs (i.e. they are a single unit), they are able to move resources back and forth between areas of need. Programs continue to develop and expand through increased collaborative efforts within the university, community, as well as internationally. In 2010, Kelley Indianapolis restructured and created three new positions (Associate Dean of Indianapolis Research and Programs, Undergraduate Program Director, and Graduate Programs Director). These changes were made to better serve students, expand existing programs, and create new programs, particularly at the graduate level. The unit continues to identify ways to obtain gifts and grants that will fund additional scholarships, thereby making Kelley Indianapolis education more affordable.

Fiscal Concerns. Similar to other units on campus, space is a concern and a limitation to further growth for Kelley Indianapolis, particularly for the increased growth of joint MBA programs with other units on campus. Undergraduate student enrollment has continued to increase in recent years and in order to match this growth, meet expanding program opportunities, and enhance community engagement, additional faculty are needed. Within the next three to five years, the unit would like to hire two to three new tenure track positions and one or two Lecturer or Clinical positions. Current office space is insufficient to meet this initiative; however, a proposed building renovation to expand the square footage of the Kelley School would allow Kelley Indianapolis the ability to hire and retain excellent faculty. If additional budgets cuts are made, Kelley Indianapolis would have to consider increasing class sizes and reducing (or eliminating) support for new courses and programs, faculty travel and research allocations, technology investments, and/or investments in international opportunities and programs.

Summary. Kelley Indianapolis cites their faculty/staff, national reputation, diversity efforts, and collaborative efforts as particular strengths. A primary aim for Kelley Indianapolis is to explore additional opportunities across campus that offer a wide range of degree programs that may attract a more diversified student body, including international students. In order to do this, the unit notes significant space and personnel needs and is currently updating its strategic plan to address the growing needs and challenges facing the unit and the university.

Columbus

The campus will initiate a B.S. Program in Mechanical Engineering with collaboration from the IUPUI School of Engineering and Cummins.

One major goal of the IUPUC is to increase the number of Hoosiers enrolled in IUPUC. The campus has experienced a 7% enrollment increase, primarily from students transferring from Ivy Tech. IUPUC is also experiencing higher quality of high school graduates entering it's programs.

The campus is working on developing a joint wellness center to be shared between IUPUC and Ivy Tech.

IUPUC may begin online courses this summer.

The campus is in a good financial situation with adequate Trustee's Reserve at 3% and \$2 million in the overall campus fund.

Dentistry

There are approximately 600 dental students, 500 instate and 100 out of state. Like other health schools, its state appropriation is larger than for non-health schools (\$100K per academic FTE, compared to \$31K for academic FTE in Science).

In actual 09-10, it had income of \$19 million in student fees, \$13 million in state appropriations, \$12 million in other revenue; under \$1 million in indirect cost recovery. It paid \$8 million in assessments.

Same:

As with some other professional schools in Indianapolis, the SoD is deeply tied to the community and the state, educating the vast majority of Indiana dentists and providing many clinical services to residents.

They participate, and desire to do more, in collaborations with other schools to improve health for Indiana residents.

Special:

They need more research/wet lab space. The Dental building is elderly and cramped, not allowing for an expansion of the student body nor a realignment of spaces to provide appropriately for up-to-date research, student, and practice spaces; they intend to develop a 5-year facilities plan to get from current to needed new facilities.

Facilities improvements (as with other schools) will be heavily dependent upon philanthropy. (They intend to increase research but that income stream (ICR) will not be sufficient to support new buildings as with Engineering/Science).

They are not having problems with enrollment, with 3 qualified applicants for every position available. The constraint is space, not student interest.

Education

For 2009-10, The School of Education had a balanced budget of \$7,993,357. This amount included the required 3% income shortfall reserve of \$234,775 and a general fund balance of \$2,212,875 was reported at the end of the 2009-10. Approximately 19% of income came from state appropriations and approximately 77% from student fees. Assessments amounted to about 28% of the total budget. Projected budget for 2010-2011 was for a total income (net after assessments) of approximately 1% decrease. Assumptions for this projected balanced budget included a 5% increase in income student fees, a stable state appropriation, and a 2.3% increase in assessments.

Plans for most of the excess funding (General fund balance) from 2009-2010 are to support renovation for instructional technology (and furniture) and functional faculty meeting spaces. This would be done following the campus (seven school) space analysis.

Issues Common to Other Units/Schools

In this time of decreasing funding, the school focuses on an Urban teaching education program (supported by several external grants (e.g., Woodrow Wilson and Noyce scholarships) and is partnering with other units for STEM education. In addition a new Ph.D. is being launched. Education also has a goal to increase the ratio of tenure track to non-tenure track faculty. Other plans are to increase diversity and international Initiatives. Also a goal is to increase research and external funding (by 50%), though sources of potential funds is not clear.

Issues and Trends Unique to Education

Budget issues related to teacher education, at least on a temporary basis, may have significant impact in the near future. State budget cuts in the educational field (public schools) may well decrease the desire of individuals to seek educational degrees if they cannot find appropriate positions upon graduation. In addition, alternative competing education avenues, such as school sponsored workshops or conferences may reduce demand for continuing education as well as licensing requirement alternatives (short courses, on line courses, non-practicum based, etc.), may also have impact on traditional degree seeking applicants. The School of Education is increasing online course offering (20% in past year).

In the event of further budget cuts:

Would force school to continue to rely on adjunct and clinical track faculty rather than pursue goal of increased tenure track faculty and of increasing faculty salaries to levels of other comparable programs (especially Bloomingtons). This might also delay implementation of the new Urban Education Ph. D. program, and may have negative effects on coaching support for teacher education students in their field work, resulting in reductions of that support.

Engineering and Technology

For 2010-11 EGTC reported a balanced budget of \$18,065,239. The budget included the required 3% income shortfall reserve of \$541,957. A total fund balance of \$9,360,091 was reported at the end of the 2009-10. A fund balance for 2010-2011 was not reported.

Issues Common to Other Units/Schools

In our current environment of flat or decrease funding for both research awards and education, EGTC shares concerns in one, the retention of faculty, (noting that compared to other schools faculty salaries at IUPUI are not competitive), and two, how to support and invest in faculty research activity. As is true for other units on campus this will mean establishing priorities that aim at protecting from further budget cuts. EGTC is second only to our School of Medicine in average research awards per tenured/tenured track faculty members, (reporting \$7.5 million in total awards), but it was noted that maintaining reputation through faculty research and support aids in attracting and retaining both students and faculty. EGTC stressed a commitment to invest in faculty endeavor while preserving and strengthening its academic core through self assessment via the following: responding to student demand and extramural funding to remain financially viable, retaining the ability for unit faculty to perform as top researchers in field, and promoting in the public realm its unique and valued contributions and collaborations to bolster the reputation of both the unit and campus.

Issues and Trends Unique to EGTC

EGTC is unique by way of its tie to Purdue West Lafayette (PUWL) and the connections post baccalaureate candidates must maintain with the West Lafayette campus. Even though 45% of research awards to the unit (through January 2011) support IUPUI's health mission and bolster collaboration primarily with the School of Medicine and SPEA, EGTC supports programs in both Electrical and Mechanical Engineering and creates innovative degree programs in response to the priorities of our city and region such as: Energy Engineering, Motorsports Engineering, and Music Technology. EGTC noted that there is interest in increasing the enrollment of graduate and PhD students to commensurate with the level of external funding, but its specific relation to its parent program at PUWL impedes progress. In particular collaboration between IUPUI and PUWL needs to be in place where it absent. EGTC revenue and accolades are lost by way of dissertation hours listed at PUWL even though these hours are spent here in Indianapolis using EGTC resources in both faculty and facility.

Goals held by EGTC will be to improve their contributions to the Science, Technology, Engineering, and Mathematics (STEM) initiative. EGTC has in place the POWER Camp (Preparing Outstanding Women for Engineering Roles) and mentorship/tutoring opportunities for EGTC students in Learning Centers of both IPS and Washington Township Schools. There is a need to bolster the enrollment of underrepresented students in particular Hispanic and African American, as well as, broaden community and international partners through civic engagement and study abroad opportunities. And finally, even though EGTC remains a leader at IUPUI in awarding both baccalaureate degrees, and learning certificates, (EGTC leads the nation in granting B.S. degrees to women), a diligence is needed curb the effect the economic climate has over retention and graduation rates.

Health and Rehabilitation

The new B.S. Program in Health Science has a goal of 250 students. Currently they had 112 students in the fall semester and 125 students in the spring 2011 semester.

The School paid off a \$25,000 loan from the campus. This loan was obtained to develop several online courses. However, the Nutrition and Exercise online course has had dropping enrollment over the past 3 years.

The School is currently searching for an Associate Dean for Research. That search has been unsuccessful and an interim individual is filling that position.

There was extensive discussion on the possibility of developing a new program in sports building on the aspect of Indianapolis being one of the top amateur sports cities in the US. Schools that may participate would include Health and Rehabilitation Sciences, Law, Physical Education, Liberal Arts, Public Health, Herron, Medicine and Dentistry. This would be a collaborative program across multiple schools and ideally would not require any new campus funds with the funding coming from the sports-associated programs already ongoing in these schools.

The School is in a good financial situation with adequate Trustee's Reserve at 3% and almost \$1.4 million in the overall School fund.

Herron School of Art

Herron's enrollment has increased, with growth particularly noted in full time students (83% of total student population).

The MFA degree has 49 students representing several different countries and states.

The school has given 6 RISE scholarships in the past year.

The Basile Center is actively involved in community collaborations.

Minority faculty percentage has increase to 17%.
\$130K has been raised for minority student scholarships.
Thirty students participated in international experiences in the past year, with some of these experiences being funded by scholarships.
Thirty two endowment funds are currently established.
For fiscal year 2010-11, income equaled expenses.

Informatics

This School has many programs linked to the life sciences. They have already cut weaker programs and consider the remaining programs all to be strong and fiscally viable. Their array of programs serve important state interests (such as health information administration), basic research (human computer interaction) and collaboration with the life sciences (e.g. Bioinformatics); the undergraduate Media Sciences program is fiscally important.

Informatics is a core school, and it is anticipated that the New Directions task force report on program efficiencies and opportunities will generate ideas for greater efficiencies in administration and research / teaching collaboration, particularly with Informatics at IUB. They also look for joint appointments when it seems to benefit faculty research and program development.

Journalism

They have initiated two new masters programs. Those would be in jeopardy if there were further cuts in funding.

They have worked at taking advantage of the sports-related industries and opportunities in Indianapolis, as well as improving journalism on campus (campus newspaper etc.)

Law

Applications to law schools are down 12% across the country; IU has experienced a 16% decrease.

Dean Roberts has created a blue ribbon committee including the Attorney General and Chief Justice of the Indiana Supreme Court to address concerns around legal education and student debt which may result in community partnerships for externship experiences.

Has initiated externships with law offices. The joint JD/MD program is working well. None of the other joint programs have attracted many applicants.

If budgets are cut, Dean Roberts would raise tuition.

There are opportunities for partnerships with dual degrees; currently with business and social work; possibly with public health.

There was extensive discussion on the possibility of developing a new program in sports building on the aspect of Indianapolis being one of the top amateur sports cities in the US. Schools that may participate would include Law, Physical Education, Liberal Arts, Public Health, Health and Rehabilitation Sciences, Herron, Medicine and Dentistry. This would be a collaborative program across multiple schools and ideally would not require any new campus funds with the funding coming from the sports-associated programs already ongoing in these schools.

The School is in a good financial situation with adequate Trustee's Reserve at 3% and \$4.8 million in the overall School fund.

Liberal Arts

Liberal Arts has a planned balanced General Fund budget of \$29,801,294 for the 2010-2011 academic year. The available shortfall reserve is projected to match the Trustee-Required 3% amount of \$894,039. End of 2009-2010 General Fund balance was reported as \$6,237,780.

Issues Common to Other Units/Schools

Teaching and Learning. Liberal Arts has experienced an average increase of about 4.5% per year in undergraduate degrees awarded over the past four years, with an even greater average increase per year, about 19.5%, in graduate degrees awarded over that same time period.

Research funding. Liberal Arts funding proposals exhibited a 73% funding success rate, bringing in \$7,188,127. PETM currently has about \$240,000 in research funding. Goal is \$1.5 million. Given IN state rankings in terms of obesity, believes research in the area of obesity and health promotion is an area particularly suited to garnering research funds.

Issues and Trends Unique to Liberal Arts

New Programs. Students were able to matriculate into four new programs in Liberal Arts during the past year: Ph.D. in Economics, M.A. in Anthropology, B.A. in Philanthropic Studies, and B.A. in Africana Studies. Interdisciplinary graduate offerings in Museum Studies and Philanthropic Studies were also developed.

Collaboration. Three Signature Center Initiative-funded centers are headquartered in Liberal Arts: the Center for Health Geographics, the Indiana Center for Intercultural Communication, and the Institute for American Thought. The Center for the Study of Religion and American Culture was officially designated this year as an IUPUI Signature Center.

Liberal Arts faculty hold joint appointments in several other units across a number of disciplines, and participate as co-investigators on a number of interdisciplinary research teams. In addition, new program development is focused on complementing existing programs in other units on campus, with a focus on life and health sciences units. Programs in Health Communication (Ph.D. and Graduate Certificate) and Medical Sociology (Ph.D. and Graduate Certificate) are being planned, which complement the new School of Public Health's doctoral programs in epidemiology, and health policy and management, as well as other graduate and professional programs in Medicine, Nursing, Dentistry, and Health and Rehabilitation Sciences. Undergraduate programs in Health Studies (B.A.) and Sustainability Studies (B.S.) are being planned to complement the undergraduate offerings of a BS in Public Health and a BS in Health Sciences, as well as the forthcoming proposal for a B.S. in Sustainability Policy.

Priorities. In the event of further budget cuts, three areas have been identified as priority for maintenance: (1) Student services that promote retention and academic success, such as advising, student financial support, and career planning and development. (2) Development, such as

undergraduate scholarships and program support, graduate fellowships and program support, and support for research centers and institutes. (3) Compensation for faculty and staff to protect gains made in attracting especially high-quality faculty and staff.

Library and Information Science

Overview

The School of Library and Information Science (SLIS) offers a single degree, the Masters in Library Science (MLS). The program offers small class sizes and a strong national reputation. The School is one of the top 10 schools in Library and Information Science in the nation. SLIS has 11 full-time faculty and teaches in both traditional and online formats. Faculty have recently won awards for their scholarship and are involved in accrediting bodies. The School is currently experiencing growth in students.

Collaboration

The School is engaged in significant service learning and offers programs in youth literature. The School also provides library education and resources to people in underprivileged areas.

Budget Priorities

In the event of significant budget cuts, SLIS may have to increase class sizes and put growth on hold. In addition salaries, or at least research support, may have to be cut back if the School is hit with significant budget cuts.

Fiscal Health

SLIS has a budget of just over \$2 million, almost all of which goes to compensation. SLIS receives virtually all of its net revenues from student fees (tuition). Assessments are slightly more than appropriations but they essentially cancel each other. Appropriations account for 20% of the SLIS budget, so the School is likely less vulnerable to state budget cuts than are some other units as long as the appropriations/assessment ratio holds.

Medicine

Note that no planning materials were available on the usual website (no Fiscal Health report, no goals) at the time of the hearings.

Issues Common to Other Units/Schools

Due to basic differences in funding structure (involving state appropriations, tuition, practice income, grants and expenses from the newly named IU Health system) between IUSM and other campus units/schools, it is truly difficult to make comparisons on budget issues. The presentation did not discuss any imminent budgetary challenge which is similar to most other units/schools.

The emphasis on collaborative programming, including research, was a common theme across many units/schools. IUSM reported on multiple and diverse collaborative efforts in the areas of faculty development, leadership development and diversity initiatives. These efforts included IUSM faculty, faculty from other universities (1 in 5 research awards involved non-IU faculty), faculties across the campus, particularly in the health and STEM disciplines, and the Indianapolis community. Highlighting the strength of IUSM's collaborations was mentioned as a possible recruitment strategy for bringing in new faculty.

Another common theme was in the emphasis on faculty development, particularly in areas that would lead to additional external funding and improved teaching. IUSM is involved with surveys to assess faculty vitality which has recently been expanded to other health-related disciplines. The written report made points that the faculty development made available to IUSM faculty is also open to and utilized by faculty from other disciplines. Specific efforts are in place to meet the needs of women and faculty of color, which may positively impact retention.

IUSM also has emphasized outside philanthropy as an increasingly important area of development similar to other units/schools at IUPUI. The example of the Glick Eye Center was discussed as an example of how connecting donor interest with faculty experience led to positive results.

Like other top-rated programs, IUSM also is challenged to recruit new faculty who are potential leaders in their fields. Issues of faculty salary were discussed including the importance of comparing national data to IU salaries in order to remain competitive.

Issues and Trends Unique to IUSM

There is national and state-level pressure to expand the number of students at the undergraduate (medical school) level. There are opportunities to utilize regional campuses with IU Health sites for clinical work in the 3rd and 4th year, however there are barriers to do this given academic and accreditation challenges. This could also lessen the need for physical space for additional students. IUSM is exploring options on how this might be possible.

Like a few other top-rated programs at IUPUI, IUSM also is challenged to recruit new faculty who are potential leaders in their fields. Issues of faculty salary were discussed including the importance of comparing national data to IU salaries in order to remain competitive. Resources which might allow recruitment funds include reduced university assessments, increased state allocations, philanthropy and research funding.

IUSM also plans to be strategic in their current use of resources, emphasizing some emerging areas (i.e. neuroscience) over others.

Nursing

The IU School of Nursing has approximately 784 FTE undergraduates, 185 graduate/ professional students, and 87 academic appointments (2010 Fall). There has been a slight decrease from 2009. In 2009-2010 actual, they had \$11 million in student fees, \$9 million in state appropriations, and over \$1 million in indirect cost recovery (ICR) income; they were assessed \$5 million.

Same:

The School has a large proportion of its student population at the undergraduate level. This means that pressure to keep student tuition affordable and reduce annual increases have limited the income available from student fees.

Shared with several (though not all) schools, the most pressing concern was to maintain faculty excellence by retaining and supporting productive faculty. Salaries are currently at the 50th percentile (nationally) of nursing faculty; most competitor schools are at 70%.

Reduced employer support for education reimbursement has hampered enrollments.

Different:

Though the School has a significant fund balance of \$5.5 million, they will be spending \$1.5 million on much-needed renovation of the fourth floor of the Nursing building in order to provide better office and work space. Classroom facilities in Nursing remain cramped and unappealing.

The SoN is part of the “health” group of state appropriations, resulting in a relatively large state appropriation: per budgeted academic FTE of \$82,521 (“large” relative to non-health programs, such as Science, \$31,211). This helps cover clinical educational costs; nursing at all institutions is a costly program to deliver.

The new IU Health organization provides opportunities to recruit students (an online RN to BSN program available state-wide has been developed), and to provide excellent clinical experiences.

Physical Education and Tourism Management

PETM has a planned balanced General Fund budget of \$5,528,996 for the 2010-2011 academic year. The available shortfall reserve exceeds the Trustee-Required 3% amount by \$484,130. End of 2009-2010 General Fund balance was reported as \$4,525,387.

Issues Common to Other Units/Schools

Space. PETM is particularly adversely affected by lack of available space on campus and adjoining properties. In particular, labs and equipment required for the Physical Education component of its educational and research programs are particularly space-intensive. Their programs have averaged annual 25% growth over the past decade, and cannot handle students currently enrolled in the space available. IUF has provided ideas regarding fundraising to construct the needed space.

Research funding. PETM currently has about \$240,000 in research funding. Goal is \$1.5 million. Given IN state rankings in terms of obesity, believes research in the area of obesity and health promotion is an area particularly suited to garnering research funds.

Issues and Trends Unique to PETM

Community Service Learning in Schools. Currently has several grants and contracts with Indianapolis schools that provides opportunity for service learning. These opportunities meet University goals of research, teaching, and civic engagement.

Collaboration. Tourism major component of area economy (69% employed in tourism industry). A big challenge is communicating areas of expertise and what PETM can offer (the title Physical Education and Tourism Management does not communicate a clear picture). Collaboration with the Tourism Center is in the works, and talks with the Super Bowl Committee are planned. Expertise in the area of Physical Education may provide opportunity for partnerships with the Schools of Medicine, Nursing, Public Health, and others. Collaborative arrangements have also

been developed with a number of on-campus hospitality vendors, providing opportunities for student placement and internships.

The particular expertise of PETM faculty and students in terms of exercise is a good fit in terms of local community and IN state needs for health promotion (e.g.: high rates for obesity and diabetes) and sports-related economic interests. Ideas for development of a Center for Sports Studies, encompassing physical performance, sports medicine, and business practices continue to be explored. Potential funding sources identified include private funds, the NCAA, and the ACSM (American College of Sports Medicine). Given the increasing emphasis on employee health, ways to partner with the IU Health System is also being explored.

Public Health

The School of Public Health is in the process of opening as an independent school. Previously, Public Health was a sub-area of the School of Public and Environmental Affairs. The School currently has 29 tenure-track faculty and it offers two doctoral programs. There are currently sixty-six students and they plan to have one hundred students in the next year. The School is collaborating on research and grant proposals with several other units – primarily the IUSM. 40 to 50 percent of their future research is expected to focus on Cancer issues.

Fiscal Health

The School did not provide budget data for the 2010 – 2011 fiscal year. The startup funding for the School is from the IU School of Medicine in the amount of \$1 Million. They report that they operate and are attempting to grow on a tight budget and do not currently have the ability to deal with any budget cuts. The initial funding for the school may not be adequate. Chancellor Bantz noted that the School of Informatics is the first school he has ever seen fully funded by the state legislature. It is not possible for the campus to request this type of funding from the state.

Science

The School of Science receives 11.8% of its support from the state and 85% from tuition. External grant awards increased to \$11.52M in 2009-2010 and another 18% increase is expected in 2010-2011. Correspondingly, indirect cost recovery has increased significantly and will be needed to replace declining state funding. Enrollment is shifting – a larger percentage of students are majoring in one of the school of science programs.

Common Concerns:

Salaries: (i) Loss of faculty due to low salaries, (ii) failure to attract top faculty candidates because of inadequate salaries and startup funds.

Space: (i) need space for student collaboration on projects; (ii) need more classroom and laboratory space.

Indirect Cost Recovery: Need for indirect cost recovery for initiation, growth, and sustenance of research programs.
R&R burden.

Unique Concerns:

The Purdue schools, School of Science and School of Engineering and Technology, need for more autonomy in building Ph.D. programs. School of Science is seeking approval for an independent Purdue Ph.D. degree site-approved for IUPUI, with diploma to read: "Doctor of Philosophy, Purdue University School of Science, Indianapolis".

New Science and Engineering Laboratory Building (SELB), Phase I approved with construction to start in 2011, which will provide additional research and teaching space. Stage II negotiation is underway.

Social Work

Social Work is a system school (the last one remaining), with responsibilities across the state. They are a strong, nationally-ranked school. Because of their reputation, they find it relatively easy to attract and retain faculty members, who appreciate the opportunities for teaching and research. They have very strong and extensive ties to state agencies, showcasing their faculty strengths in consulting and providing rich placement opportunities for students.

They have space problems: they need larger and more up to date space. In addition, they are exploring creating an online MSW (MSW-Direct) after the successful Kelley model, which should benefit from their reputation for quality.

Their priorities are to protect quality student placements, and effective associate faculty.

SPEA: Public and Environmental Affairs

For 2010-11 SPEA reported a balanced budget of \$5,891,869. The budget included the required 3% income shortfall reserve of \$179,908 and a general fund balance of \$1,472,437 was reported at the end of the 2009-10.

Issues Common to Other Units/Schools

Like many units on campus, SPEA is facing a variety of issues related to coping with budget cuts and the effects of a slow economy while struggling to offer quality programs and conduct collaboration/outreach projects with both internal units and external organizations. Executive Associate Dean Terry Baumer reported numerous opportunities for collaboration with government and other external organizations that must be addressed on a selective basis due to limitations of available faculty and funding. SPEA is attempting to address budget issues in a variety of ways, including: attracting increasing levels of external funding, increasing retention rates (these have improved to 88%), and increasing credit hours through such things as the development of a 2+2 agreement with Sun Yat Sen University, offering a graduate Public Management Certificate Program online, and plans to add a Certificate in Homeland Security and Emergency Management in the coming year. SPEA is also collaborating with a number of

other IUPUI units (such as Journalism, Business, Liberal Arts, and Social Work) to offer a variety of joint majors, minors, and/or certificates.

SPEA also faces the issue of limited classroom space and has responded by offering many of their graduate courses online which seems to be what their students prefer. Other face-to-face courses are being converted to hybrid online courses which require less classroom space.

Issues and Trends Unique to SPEA

SPEA has sought to increase enrollments through such strategies as offering new summer courses and using a variety of strategies to promote and advertise SPEA classes. This has resulted in a 10% increase in undergraduate enrollments and an 11% increase in regular program graduate enrollments since fall 2009. One program of particular note has been the establishment of an Honors Program for high achieving students (tentatively called SPEA Scholars) which was accomplished with minimal additional expense.

Enrollments in SPEA programs are directly influenced by the public sector job market. Significant expansion of this job market is not anticipated in the near future, however, a significant reduction in this workforce is also unlikely. Overall, a balance between new workers and retirements should result in a stable employment outlook for graduates. This balance should be attractive to potential students as evidenced by an increase of 33% in spring credit hours over the same period in 2009.

Executive Associate Dean Terry Baumer noted that future budget cuts, if large in magnitude, would pose difficulties for SPEA. SPEA is not organized by distinct departments, thus it is difficult to arrange programs by priority. However, he commented that the Criminal Justice program and the graduate Nonprofit Management Concentration are both ranked third in the country and would be high priorities. The activities of the Public Policy Institute are central to the mission of the School and this institute would also be a high priority if further budget cuts occur. Additionally, civic engagement activities are an important part of the SPEA mission and would remain a high priority though, given severe budget cuts, would have to be limited.

University College

Overview

University College was created to serve incoming IUPUI students that are not directly admitted to specific programs by providing them with an academic home unit until the students have been admitted into a major. University College is primarily responsible for the retention and progress of most students and the students most at risk of non-matriculation into a major/degree program. One-year retention rates increased from 65% to 76% in the last two years. The retention rate is one of the primary metrics upon which the state appropriates money to the different campuses.

Collaborations

University College collaborates with units offering undergraduate programs. They provide the bridge advising for students and closely monitors the performance of at-risk students. These collaborations provide a seamless matriculation of our undergraduate students into their chosen majors.

Fiscal Health

The primary source of revenues for University College is net appropriations (appropriations less assessments). These monies account for approximately \$ 7.5 million or 94% of their budget. This reliance on state appropriations makes UC exceptionally vulnerable to the impact of state budget cuts. University College is encouraged to develop a plan for being less dependent on state appropriations over the next couple of years.

Fee proposal

In part to provide a more stable source of funding in the current economic and political environment, University College is proposing a student fee. This fee will go primarily to providing professional advising services for UC students. Students will develop, with the help of professional advisors, a Personal Development Plan (PDP) that provides a roadmap to the student for their journey through college in a timely manner. Such a roadmap should improve both retention and graduation rates and should, in turn, provide IUPUI with more state funding based upon these metrics. Currently, most advising is performed by faculty and the faculty lack the advising expertise of professional advisors. These professional advisors should consider tracking matriculating students and the students' completion of the degree program as evidence/outcomes of their efforts and the additional cost (student fee).

University Libraries

University Library
(April 2011)

The University Library fiscal statements can be found in the planning reports online. The narrative following are the statements of Dean Lewis at the December 2010 Cluster Conversations.

Note that the University Library does not receive direct state appropriations. The lion's share of the General Fund income is from assessments the schools pay to support the library.

Dean Lewis—Notes on Fiscal Health of the University Library (Dec 2010)

1. The library has been able to weather the budget cuts of recent years primarily by reducing staffing through attrition and reducing the budget for student workers. In 2009/10 the library changed serials vendor and saved \$30,000. The library also reduced life cycle replacement funding somewhat because of the reduced cost of computer hardware. Further cuts, such as that required to make up for the missing 1% in compensation increases are likely to require further cuts in staffing. This may not be possible without reductions in force.
2. What appears to be a significant fund balance is somewhat deceptive as about \$400,000 of this is materials fund money that has been allocated to support schools. The largest part of this is allocated to support the School of Science and is reserved to pay for journals as prices increase.

3. The reallocation funding is a materials fund increase to support the School of Public Health. This funding will be helpful, but will probably not be adequate. For comparison, the library allocates about \$80,000 to support the School of Social Work.
4. The library's materials budget has been flat for the past three years. Price increase have been somewhat less than in the past, but are still in the 5% to 8% range for journals and many databases. Without an increase to the materials budget reduction in journals for many schools will be required next spring (they would go into effect for the calendar year 2012).
5. The library has historically based its materials fund allocations to support schools roughly on the assessments the schools pay to support the library. That is a school gets a materials fund percentage allocation that is roughly comparable to the percentage of the library's assessments it pays (we have not included the schools with their own libraries in this allocation). In the past three years when we have had no increase in the materials fund we have not adjusted allocations. If a new assessment system is put in place we will need to do so. In a zero sum environment, some schools budgets would see real dollar decreases.

Administrative Units

Academic Affairs

Executive Vice Chancellor and the Dean of the Faculties, Uday Sukhatme, presented the report on various sub-units that are present within the Academic Affairs Unit. The sub-units include: Graduate Office, Dean of Faculties, Community Learning Network, Center of Teaching and Learning, Enrollment Services, and International Affairs.

The presentation mostly highlighted on accomplishments of various sub-units and there were no issues mentioned concerning the budget for any of the sub-units those were discussed. It appears that there have been significant accomplishments from the various sub-units during the past year(s) specifically on initiatives such as RISE, Signature Centers, Faculty Advancement, etc.

Even though not specifically mentioned during the cluster discussions, few budget related points that may need some attention are: (a) Is there a need for any substantial investment and strategy development for increasing the international student population at IUPUI as part of the enrollment shaping initiative? If yes, what are the budget implications? (b) Is there a mission overlap between the services and activities provided by the Dean of the Faculties and the Center for Teaching and Learning at present? (c) As the number of new Graduate Programs and students are increasing at a fast rate, does the Graduate Office has sufficient support mechanism to provide the growing needs of the academic units?

Diversity

Under the leadership of Assistant Chancellor Dr. Ken Durgans, DEI is composed of units working together to honor and support the rich and varied members of the IUPUI community. The units within DEI include: Adaptive Educational Services(AES) directed by Ms. Pam King, Diverse Community Partnerships (DCP) under the direction of Ms. Nicole Oglesby, Multicultural Academic Relations (MAR) directed by Mr. Wayne, the Multicultural Success Center (MSC) directed Ms. Zephia Bryant, the Norma Brown Leadership Program, directed by Ms. Kim Stewart- Brinston and Associate Assistant Chancellor, Angela Espada, JD who assists in areas dealing with graduate and professional schools, issues of accountability and business diversity.

Fiscal Health

DEI did not provide any budget data, so it is impossible to assess the fiscal health of the unit. They did not indicate the magnitude of their budget, the size of their staff, or the source of their resources. DEI should develop a better understanding of their own financial health. They should understand where the money comes from and where the money goes. They should also be asked to provide the budget data that are required of other units on campus.

Priorities to Protect

When asked in the cluster conversations which programs provide the most “bang for the buck,” Durgans indicated that the Multicultural Success Center and the Adaptive Educational Services would be the most critical to protect.

External Affairs

For 2010-11 EXAFF reported a general fund income and expense of \$3,174,566. This included the required 3% income shortfall reserve of \$95,237. A net operating income of 17, 479 was reported at the end of the 2009-10.

Issues Common to Other Units/Schools

Like all units on campus EXAFF finds them selves trying to increase impact and effectiveness of their mission in an atmosphere of less financial support. The IU Board of Trustees has specifically urged EXAFF to focus on efficiency in this atmosphere of budget and potential staff cuts. In order to increase efficiency, communication and collaboration is essential with all applicable units of IUPUI, which includes the President’s office and the Board of Trustees, and this communication and collaboration must be maintained and improved upon. Student and faculty success equals IUPUI success, and it is through telling the stories of these successes that EXAFF can address the shared concerns of recruitment, retention, and identity. To bolster effectiveness and accountability EXAFF needs to collaborate with all units through an ability and means of direct contacts for immediate response. Although the internationally recognized award winning IMPACT Campaign continues to prove successful and establish brand identity, there is need of training at the unit level in order to preserve and protect marketing dominance and provide the comprehensive and timely dissemination of news and information. Applicable training in units who need to communicate with EXAFF exists in web-based initiatives and direct help in branding and identity concerns will address the need to do more with less. New initiatives aim at reaching a broader audience in age and towards a national campaign targeted around Super Bowl 2012.

Issues and Trends Unique to EXAFF

EXAFF is different than academic units in so far as it is not income generating and provides a service shared by all units identified as the University at large. Under the idea of efficiency and in an urge to save money the Board of Trustees is realigning of the office of communication and marketing and mandating the merge of IU and IUPUI marketing initiatives. Hopes are held in this merger as sharing resources, improving communications, and preserving a big impact campaign with little funds. Concerns are held in the merger's potential to curb the success of IUPUI's IMPACT campaign and to centralize branding and identity to solely the IUB campus. In our digital world concerns unique to EXAFF are in the keeping up with technology and managing its modes and speed of broadcasting information and identity. EXAFF needs to establish and maintain its own means of networking with units to preserve a unified branding and a quick media response. In the wake of budget cuts individual units have less or no money left for marketing which places more demand on the office of EXAFF. It becomes a necessity that EXAFF remains responsive to unit needs and provide them the sounding board for their marketing and media relations.

Planning

This is a nationally-known assessment and institutional research operation, among other things sponsoring a long-standing and well-attended national conference. Several initiatives have been showcased such as ePortfolios. Works closely with CTL and UITS.

Same:

Works to collaborate with schools to address their needs. A current case is exploring effective ways of administering proctored online tests for schools (trial with Science at present).

Also, they provide their expertise, such as to student government developing surveys

They have several joint faculty appointments (5); having them assists in ensuring they design services that meet campus needs.

Different:

Some services/activities are provided on a fee-for-service basis (charged to the Schools/users).

Presented no specific plan for dealing with possible budget cuts, because they believe: they are already lean, the products they produce (management reports) are a service to Schools/units, and *most importantly*, they have the lead in the re-accreditation effort (visit in 2012, self study in progress now).

Research

For the 2009-2010 fiscal year, the Office for the Vice-Chancellor for Research (OVCR) reported a loss of \$149,501 which was absorbed by the general fund balance. The budget included shortfall reserves of the requisite 3%, totaling \$30,682. The general fund balance was \$1,980,677 at the end of the 2009-10 fiscal year.

Issues Common to Other Units/Schools

In both the handouts and the online documents, OVCR discussed collaborative efforts, including multiple collaborations with Engineering and Technology, Science, Business, Informatics and SPEA. Their online document discussed the support for interdisciplinary research efforts, such as the signature centers. OVCR discussed fulfilling their mission to the university by supportive and enhancing interdisciplinary

and inter-institutional research efforts. The Solution Center was another strategy by which OVCR facilitates collaborative partnerships between the university and the community, both the non-profit and profit sectors.

Another theme that seemed consistent across multiple unit/schools was the effort to enhance faculty ability to secure large grants. OVCR identified efforts to increase communication among faculty by developing the Research Enterprise newsletter as well as providing additional faculty development opportunities through workshops and speakers.

OVCR also identified opportunities to support and enhance the teaching function for undergraduates within the university. Through the development of the Center for Research and Learning, OVCR seeks to integrate the teaching and research functions of the university as well as build partnerships within as well as outside the university.

Issues and Trends Unique to OVCR

As the information posted on the Planning and distributed at the cluster conversation was quite vague in regard to budget specifics and in answer to the specific questions posed, it is difficult to determine unique challenges.

However, there was an emphasis on technology transfer and commercialization of research outcomes identified as a long-term trend which was not well-explicated in terms of what this would specifically mean for the programming of OVCR. Although there was comment made during discussions that the focus for OVCR was not just on the hard sciences, the comments on the handout seemed focused in that direction. This seems to beg the question about what is the OVCR's plan to support Liberal Arts and other arts and sciences research which still seem to be important to a vital university. This may be a particularly unique challenge for OVCR and one that needs further explication in the planning process.

Student Affairs

The Office of Student Life operates to improve student retention and foster student engagement in campus life at IUPUI. They are responsible for housing, student engagement, the campus center, and student health and safety.

Collaborations

The Office of Student Life collaborates with the Center on Service and Learning, University College, Physical Education and Tourism, and Communications and Marketing to provide students with a more rich collegiate experience and to improve the image of IUPUI in the community, which fosters recruitment and retention.

Fiscal Health

The Office of Student Life has 54 FTE. All but one of these employees are staff and 40% are bi-weekly employees. The Office of Student Life derives its income primarily from assessments and operates on a budget of \$1.8 million which is 3% less than the budget in fiscal 2009 – 2010 and 32% less than their budget in 2006 – 2007. Most of their budget goes toward salaries.

UITS

For 2010-11 UITS reported a balanced budget of \$12,712,501. The budget included the required 3% income shortfall reserve of \$459,080 and a general fund balance of \$4,389,550

(\$11,546,675 fund balance including non-general funds) was reported at the end of the 2009-10.

Issues Common to Other Units/Schools

As is true for other units on campus, UITS faces future planning in an environment of flat or decreasing funding. This will mean more reliance on collaborations and partnerships with entities both internal and external to the university and on seeking grant funding. Since 1997, UITS and its collaborators have received \$372M in grants, contracts, and special appropriations to acquire technology and support faculty, staff and students across all campuses. Current goals include streamlining or integrating services and identifying the combination of open source, locally developed, vended, or outsourced solutions that can provide the best functionality at financially feasible rates. Through employment of such strategies, UITS will continue to be responsible for the continued development of a modern information technology environment to support excellence in teaching, research, outreach, and lifelong learning including central responsibility for *Empowering People*, Indiana University's Strategic Plan for Information Technology.

Issues and Trends Unique to SPEA

UITS differs from academic school/departments in that they are not a credit earning unit, rather they support academic, administrative and other units on campus. Academic and administrative units are increasingly relying on instructional technology resources, thus, through the streamlining and integration of services, UITS seeks to continue high quality support of a variety of university entities. With the University's increasing dependence on online assets, UITS will also need to find new ways to thwart increasingly sophisticated online threats to protect digital and physical assets.

UITS has worked closely with other units to develop transition plans to deal with their recent absorption of student technology fees. In making this transition, UITS has focused on the unique needs of individual schools. Transition is still in progress (expected completion in July 2012) and feedback from the Faculty Council Technology Committee on this transition will be solicited in a meeting planned for February 14, 2011.

The large fund balance reported by UITS will help fund the strategic plan for IT, *Empowering People* (EP). Continuing funding will be required to meet plan recommendations, including the 10-year technical and financial plan for the IUB and IUPUI communications infrastructure for delivering voice, data, video, and multimedia; and the development of a web content management system for IU that will make managing web sites on IU's central systems more effective and efficient. The EP plan is ambitious, and it is important to note that no new funding is being allocated to UITS to implement this plan; funding will occur through reallocation of existing funding as well as use of the reserves.

In the event of further budget cuts, UITS highest priorities include programs and initiatives that serve the campus and university missions. These would include services essential to students, faculty, and staff and the initiatives and recommendations set forth in *Empowering People*. In

carrying out their mission, UITS relies on the input of faculty, staff and students from all eight campuses. Specific priorities for UITS include: supporting the Pervasive Technology Institute; contributing to an international structure for grid computing; developing high-speed advanced networks; providing leadership on open source initiatives; maintaining the technology infrastructure; continuing to provide administrative technology support; supporting technology to aid in civic engagement; and exploring new ways of creating, storing, managing, preserving, and accessing all kinds of university data assets