

2006-2007 Public & Environmental Affairs

| Section | Document Name |
|---------------|----------------------------|
| Fiscal Health | • SPEA.pdf |

Mission

"The School's historic mission is to serve the public interest across public, private, and nonprofit sectors at local, state, national, and international levels. Our objectives are to:

- Prepare tomorrow's leaders--by innovative education in public affairs and environmental science.
- Solve complex problems--by creating and advancing knowledge through scholarly research.
- Enrich society--by serving and redressing social and environmental challenges.

From Times of Transition: Dean's Report on the State of the School<

Astrid E. Merget, Dean

September 2002

Goals and Objectives

☐ Develop an identity for SPEA at IUPUI that simultaneously differentiates it from SPEA at IUB and projects IUPUI as a national leader among similar schools

☒ Recruit faculty to strengthen programs in public affairs and nonprofit management, criminal justice and public safety, and health administration

Campus Planning Theme: Teaching and Learning, Research, Scholarship and Creative Activity, Civic Engagement

Secondary Goals:

Sub Unit:

Time Frame:

Actions taken for 2006-2007:

- SPEA recruited two assistant professors:
 - o Dr. Yong Li, a health economist, to teach in our MPA and MHA programs and to work with the Center for Health Policy.
 - o Dr. Deanna Malatesta, an expert in public management, to teach in our BSPA and MPA programs

Evidence of Progress for 2006-2007:

- SPEA IUPUI faculty now has 29.25 FTE academic appointees, including 8 professors, 10 associate professors, three assistant professor, 6.25 clinical professors, and 2.5 lecturers. The SPEA IUPUI faculty is larger than at any time since at least 2004.

Activities planned for 2007-2008:

- SPEA will recruit two new faculty members:
 - a faculty member in health management, finance, or policy to teach and to work with the Center for Health Policy and teach in the MPA or MHA programs;
 - a faculty member in criminal justice;
- SPEA will explore targeted searches to recruit recognized faculty who can add to SPEA strengths in public affairs, health administration, and criminal justice.

▶ **Develop focused, high quality undergraduate and graduate programs that gain regional and national recognition for SPEA IUPUI**

▼ **Collaborate in delivery of Bachelors of Science in Forensic Science**

Campus Planning Theme: Teaching and Learning

Secondary Goals:

Sub Unit: SPEA Faculty and Criminal Justice Curriculum Committee

Time Frame:

Actions taken for 2006-2007:

- SPEA Faculty members served on the Forensic and Investigative Science Advisory Committee
-

Evidence of Progress for 2006-2007:

null

Activities planned for 2007-2008:

- SPEA faculty will continue to coordinate course delivery to ensure that the undergraduate FIS degree and the BSCJ degree programs are complementary

▼ **Coordinate with School of Science in delivery of Bachelors of Science in Environmental Science (BSES) degree program**

Campus Planning Theme: Teaching and Learning

Secondary Goals:

Sub Unit: SPEA Faculty

Time Frame:

Actions taken for 2006-2007:

- Met as needed with School of Science faculty to address BSES administrative issues
-

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Evidence of Progress for 2006-2007:

- Students are continuing studies in the BSES
-

Activities planned for 2007-2008:

- Continue to serve on management committee under the leadership of School of Science faculty

☒ **Enhance Bachelor of Science in Public Health (BSPH) Program**

Campus Planning Theme: Teaching and Learning

Secondary Goals:

Sub Unit: SPEA Faculty and Health Administration Curriculum Committee

Time Frame:

Actions taken for 2006-2007:

- Completed work to review and integrate BSPH Health Administration major and BSHSM degree
- Made changes in BSPH environmental science and health curriculum in response to recommendations made by accreditation team for the BSPH Environmental Science and Health Major
- Continued to strengthen the curricula of the BSPH and BSHSM degrees and revise course rotation
- Included Principles of Undergraduate Learning and learning outcomes in coursesyllabus

Evidence of Progress for 2006-2007:

- Head counts in the BSPH are the highest they have been since 1997.
 - Head counts in the BSPH Environmental Science and Health Major have fluctuated but have remained stable between 40 and 50
 - Head counts in the Health Administration major which were 75 in 1997 and as low as 47 in 2003, remained high than 100 for the third consecutive fall semester
-

Activities planned for 2007-2008:

- Continue implementation plans to direct undergraduates interested in health administration or management to the BSHSM degree program
- Complete curricular changes recommended by the accreditation review team
- Continue coordination with the Bachelors of Science in Environmental Science
- Complete articulation agreements with ITCC for the BSPH and BSHSM degrees and majors

☒ **Enhance Bachelors of Science in Criminal Justice (BSCJ) Program**

Campus Planning Theme: Teaching and Learning

Secondary Goals:

Sub Unit: SPEA Faculty And Criminal Justice Curriculum Committee

Time Frame:

Actions taken for 2006-2007:

- Continued focus on gateway and thematic learning communities
 - Established new successful bridge course for high school students that included a public safety career day on campus
 - Monitored success of interventions related to delivery of gateway course (J101) that were designed to achieve consistency in grade distributions for full time and associate faculty and to address issues related to DFW rates
 - Delayed plans to develop a new Masters degree in public safety management and instead focused on undergraduate initiatives
 - Considered initiatives to address the large numbers of students on probation and critical probation and worked with Student Services to implement new reviews and procedures, including requirements that students on probation and critical probation meet with advisors prior to registration.
 - Continued implementation of Public Safety Management major
 - Renewed the BSCJ articulation with ITCC.
-

Evidence of Progress for 2006-2007:

- Head count in the Public Safety Management Major increased from 2 in 2006 to at least 10 enrolled in fall 2007
 - Enrollment in the BSCJ program dropped below 300 students in fall 2007, the third consecutive drop. Although the drop partly can be attributed to new administrative procedures related to tracking of students considered active students and to dismissal of students for failure to move off critical probation, new recruitment strategies are warranted
-

Activities planned for 2007-2008:

- Strengthen course offerings in public safety major
- Develop online version of J101 American Criminal Justice System, our BSCJ gateway course
- Review and update ITCC articulations
- Continue to work on strategies to reduce numbers of students in BSCJ program with D, F, or Ws
- Develop strategies to rebuild head count in the BSCJ program

☑ Enhance Bachelors of Science in Public Affairs (BSPA) Program

Campus Planning Theme: Teaching and Learning

Secondary Goals:

Sub Unit: SPEA Faculty and Public Affairs Curriculum Committee

Time Frame:

Actions taken for 2006-2007:

- Reviewed and revised capstone (V473) learning outcomes and content
- Continued to recruit students to American Humanics
- Implemented Indiana Leadership Seminar for undergraduate honors students and students nominated by faculty. The Seminar is a two-semester course undertaken in collaboration with the State of Indiana that matches students with projects in state agencies.

Evidence of Progress for 2006-2007:

- Head count in the Civic Leadership Major increased to at least 30 in fall 2007, the highest since its inception in 2000
 - Head count in the Policy Studies Major, which was established in 2005, increased to at least 22, an increase of 10 over fall 2006
 - Head count in the management major dropped to a five year low in fall 2007
 - Enrollment in Indiana Leadership Seminar increased from 9 to 13 students
-

Activities planned for 2007-2008:

- Conduct BSPA program review during spring 2008 semester
- Determine reasons for drop in head count in management major
- Offer second year of Indiana Leadership Seminar
- Develop new strategies to recruit students to V170 Introduction to Public Affairs

☒ **Enhance Masters of Health Administration (MHA) Program**

Campus Planning Theme: Teaching and Learning, Research, Scholarship and Creative Activity, Civic Engagement

Secondary Goals:

Sub Unit: SPEA Faculty and Public Affairs Curriculum Committee

Time Frame:

Actions taken for 2006-2007:

- Student recruitment:
 - Exceeded objective of 25 FTE students in Fall 2007
 - Scholarships
 - Continued to provide externally funded scholarships for MHA students
 - Internships/Part time jobs
 - Provided approximately 40 part-time jobs in health care fields for MHA students
 - Mentors
 - Assigned mentors from health care fields to all students who desire them
 - Accreditation
 - Continued to implement programmatic changes in response to accreditation review
 - Completed IUPUI program review in fall 2006; identified strategies for developing an interdisciplinary PhD in health policy
-

Evidence of Progress for 2006-2007:

- Enrollment in the MHA program reached 75, the highest enrollment since 1997
- All students in the program who want them have part-time employment in health care sector and mentors
- MHA program has strong ties to important organizations in the health care industry in central Indiana

Activities planned for 2007-2008:

- Continue to review admissions standards and consider implications of adopting more selective standards
- Participate in discussions about formation of a School of Public Health
- Follow up on recommendations from MHA program review

☐ Enhance Masters of Public Affairs (MPA) Program**Campus Planning Theme:** Teaching and Learning**Secondary Goals:****Sub Unit:** SPEA Faculty and Public Affairs Curriculum Committee**Time Frame:**

Actions taken for 2006-2007:

- Completed MPA internal review focusing on marketing and recruitment as follow-up to NASPAA accreditation review
 - Updated and revised curriculum
 - In conjunction with Executive Education, developed new 15 credit hour nonprofit management certificate program with Goodwill Industries to serve a cohort of Goodwill managers and executives
 - In conjunction with Executive Education, developed new 15 credit hour public management certificate program with the Indianapolis Metropolitan Police Department (IMPD) to serve a cohort of IMPD officers and officers from other police departments in the region
-

Evidence of Progress for 2006-2007:

- Strategy of developing partnerships with key organizations to deliver educational programs shows potential to strengthen MPA enrollments
- New certificate programs with Goodwill Industries and the Indianapolis Metropolitan Police Department will bring approximately 35 new graduate students to SPEA

Activities planned for 2007-2008:

- Implement new nonprofit management certificate program with Goodwill Industries
- Implement new public management certificate program with the Indianapolis Metropolitan Police Department
- Continue to develop new strategies for rebuilding enrollment in the MPA and the public and nonprofit management certificate programs
- Meet with other major nonprofit and public employers to develop programs for cohorts of students
- Review environmental management concentration and determine whether it can be maintained

▶ Elevate the quantity, quality, and influence of our scholarship**☐ Conduct world-class research, scholarship, and creative activities, relevant to Indianapolis, the state, and beyond**

Actions taken for 2006-2007:

- Continued to develop research infrastructure as a foundation for efforts to elevate the quantity, quality, and influence of our scholarship.
- Received approval for and created a new Center for Health Policy .
- Developed a proposal for a new Center for Criminal Justice Research
- Developed a proposal for a new Public Policy Institute to house SPEA IUPUI's Center for Urban Policy and the Environment, the Center for Health Policy, and the Center for Criminal Justice Research.
- Reached new school highs in revenues from indirect cost recovery (ICR) dollars on externally funded grants
- Reinvested ICR revenues in Center infrastructure

Evidence of Progress for 2006-2007:

- The Center for Health Policy was approved by IUPUI
 - The Center for Urban Policy and the Environment was asked by the Governor to provide staff leadership for the Local Government Reform Commission
 - Under the direction of Professor Eric Wright, SPEA IUPUI launched its new Center for Health Policy (<http://www.urbancenter.iupui.edu/HealthPolicy/>). By the end of 2007, the Center was managing external research awards totaling more than \$3 million. In collaboration with the Center for Law and Health in the School of Law and the Center for Bioethics in the School of Medicine, the Center received a Signature Center grant to initiate collaboration. Among other new projects, Professor Wright was selected by the Indiana Family and Social Services Administration to serve as principal investigator in a project to support its health care reform initiative
 - Under the direction of Professor Sam Nunn, the Center for Urban Policy and the Environment (<http://www.urbancenter.iupui.edu/>) launched a partnership with the Indiana Criminal Justice Institute (www.in.gov/cji/traffic/) to analyze data on motor vehicle accidents in the state of Indiana. The Center produced nine issue briefs on topics including alcohol-related crashes, speeding, occupant protection (restraint use), and young drivers. (http://www.urbancenter.iupui.edu/WhatWeDo/whatwedo_results.asp?projectID=4347&SubCategoryID=28).
 - Professor John Ottensmann received funding from the Indiana Department of Transportation (INDOT) to develop luci2, a second-generation version of the Land Use in Central Indiana (LUCI) model developed for forecasting conversion of rural to urban land use. Luci2 will be a statewide model and will be linked to INDOT transportation models.
(<http://luci.urbancenter.iupui.edu/>)
 - In collaboration with the Center of Philanthropy, SPEA IUPUI recruited Professor Adrian Sargeant from the University of West England to join the SPEA faculty. Professor Sargeant, an internationally recognized scholar in nonprofit management and editor of the *International Journal of Nonprofit and Voluntary Sector Marketing*, also was named the inaugural holder of the COP's newly endowed Robert F. Hartsook Chair in Fundraising.
 - Professor Sheila Kennedy published a new book, *God and Country*, which explores the interplay among religious beliefs, political ideology, and policy debate. Professor Kennedy, an attorney, is particularly interested in constitutional law, free speech, and the process of policy formation.
 - Professor Kenna Quinet published the second edition of her book, *The Will to Kill*. Professor Quinet, an award-winning teacher, teaches popular classes, Murder in America, and Homicide in Indiana.
-

Activities planned for 2007-2008:

- Receive approval for and implement Center for Criminal Justice Research as a recognized IUPUI research center
- Receive approval for and implement the Public Policy Institute
- Continue strategy of developing long-term partnerships with key state agencies in areas of public policy, urban policy, health policy and administration, and criminal justice and public safety management
- Implement research contracts successfully

☒ **Improve dissemination and marketing of SPEA research**

Campus Planning Theme: Research, Scholarship and Creative Activity

Secondary Goals:

Sub Unit: Director of External Affairs and Center for Urban Policy and the Environment

Time Frame:

Actions taken for 2006-2007:

- The Center for Urban Policy and the Environment continued publication and dissemination of technical reports and issue briefs to more than 1,500 decision makers in Indiana
- The Center for Health Policy initiated distribution of issues briefs to decision makers in Indiana
- The Centers for Urban Policy and the Environment and for Health Policy each began distribution of electronic newsletters via email

Evidence of Progress for 2006-2007:

- SPEA research reported frequently in state and local media outlets

Activities planned for 2007-2008:

- Continue to use electronic newsletters to distribute center research findings
- Begin electronic newsletters for Center for Criminal Justice Research and the Public Policy Institute when they have received approval

☒ **Increase external funding**

Campus Planning Theme: Research, Scholarship and Creative Activity


Secondary Goals:

Sub Unit: SPEA Faculty and Staff

Time Frame:

Actions taken for 2006-2007:

- Submitted 29 applications for external funding.

| Fiscal Year  | 02-03 | 03-04 | 04-05 | 05-06 | 06-07 |
|---|-------|-------|-------|-------|-------|
| Federal Government | 4 | 2 | 3 | 5 | 3 |
| State, Local, and Other Government | 17 | 12 | 14 | 18 | 14 |

| | | | | | |
|--|----|----|----|----|----|
| Foundations | 4 | 2 | 4 | 3 | 0 |
| Industrial and Commercial | 3 | 0 | 6 | 7 | 0 |
| Non-Profit and Higher Education | 11 | 8 | 8 | 11 | 12 |
| Total Applications&nbsp; | 39 | 24 | 35 | 44 | 29 |
| Percent of Campus Total Applications | 2% | 1% | 1% | 2% | 1% |

- Submitted an average of 1.1 applications fo budgeted academic FTE

| Fiscal Year | 02-03 | 03-04 | 04-05 | 05-06 | 06-07 |
|--|-------|-------|-------|-------|-------|
| <i>Management Ratio Factors</i> | | | | | |
| Research and Sponsored Programs Applications per Budgeted Academic FTE | 1.5 | 0.9 | 1.3 | 1.9 | 1.1 |

Evidence of Progress for 2006-2007:

- Initiated \$2.3 million in new research projects.

| Fiscal Year | 02-03 | 03-04 | 04-05 | 05-06 | 06-07 |
|---|-----------|-----------|-----------|-----------|-----------|
| <i>Data in US Dollars</i> | | | | | |
| Federal Government | 16,650 | 0 | 51,766 | 31,250 | 83,160 |
| State,Local, and Other Government | 1,295,645 | 1,266,760 | 1,157,310 | 4,722,680 | 1,877,325 |
| Foundations | 90,908 | 240,859 | 2,083,509 | 699,293 | 0 |
| Industrial and Commercial | 0 | 98,000 | 91,000 | 236,500 | 15,000 |
| Non-Profit and Higher Education | 757,958 | 286,799 | 392,962 | 421,403 | 323,381 |
| Total Income&nbsp; | 2,161,161 | 1,892,418 | 3,776,547 | 6,111,126 | 2,298,866 |
| Percent of Campus Total | 1% | 1% | 2% | 2% | 1% |

Activities planned for 2007-2008:

- Continue to build research enterprise, increase numbers of proposals submitted, and increase external funding

▶ Improve the quality of administrative and support services for academic programs

⌵ Continue implementation of new SPEA governance structure, including peer annual reviews

Campus Planning Theme: Teaching and Learning, Research, Scholarship and Creative Activity, Civic Engagement

Secondary Goals:

Sub Unit: SPEA Faculty

Time Frame:

Actions taken for 2006-2007:

- Began faculty discussion of implications of President Herbert's decision to move to a core campus model with SPEA IUB
-

Evidence of Progress for 2006-2007:

- Faculty members have identified issues to be addressed in core campus structure
-

Activities planned for 2007-2008:

- Work with Dean Zorn and SPEA Policy Committee to implement core campus model, including developing MOUs with regional campuses and identifying areas for collaboration with SPEA IUB.

☒ **Increase core capacity of student services to support SPEAs mission**

Campus Planning Theme: Teaching and Learning, Research, Scholarship and Creative Activity, Civic Engagement

Secondary Goals:

Sub Unit: Associate Dean and Student Services

Time Frame:

Actions taken for 2006-2007:

- Continued to work with Student Services staff on unit and personal development plans
 - Continued to administer surveys to students on satisfaction with advising and student services operations
 - Refined structure to include position of Graduate Program Coordinator
-
-

Evidence of Progress for 2006-2007:

- Undergraduate student surveys continued to show the proportion of students dissatisfied with advising is approximately 2-3%
-

Activities planned for 2007-2008:

- Repeat administration of student satisfaction surveys
- Conduct diversity training for staff
- Continue implementation of career mobility template in context of the university-wide Compensation Study Initiative

☒ **Work with SPEA and MHA Alumni Boards to improve and strengthen relationships with SPEA-IUPUI programs, faculty, and students.**

Campus Planning Theme: Teaching and Learning, Research, Scholarship and Creative Activity, Civic Engagement

Secondary Goals:

Sub Unit: Associate Dean and Director of Development

Time Frame:

Actions taken for 2006-2007:


- Initiated new Scholarship luncheon for students received financial support from school
 - Continued alumni series of tours, events, and receptions
 - Completed renovation of BS 1000 as a student lounge and study center
 - Initiated renovation of alcoves on second floor into learning spaces
 - Strengthened annual campaign
-


Evidence of Progress for 2006-2007:

- Completed successful annual campaign generating new support for student facilities
 - Completed renovation of BS 1000 and held grand opening in the fall of 2007
 - SPEA IUPUI scholarship endowment funds increased to more than \$600,000
 - Alumni participated in tours and baseball game at Victory Fields
-

Activities planned for 2007-2008:

- Continue to strengthen alumni relations
- Increase scholarships for students
- Complete fund-raising for renovations of alcoves on second floor of BS Building
- Increase faculty and staff participation in annual giving

 **Increase enrollments, retain more students, and increase number of graduates**

 **Increase overall enrollments by more effective marketing and promotion of degree programs**

Campus Planning Theme: Teaching and Learning

Secondary Goals:

Sub Unit: Program Directors and Director of External Affairs

Time Frame:

Actions taken for 2006-2007:

Participated in campus recruitment events

- Participated in the Enrollment Management Council's efforts to project enrollments for each degree and certificate program
 - Refine marketing activities and focus on targeted outreach to prospective students
 - Responded to MPA program review focused on marketing and outreach
 - Follow up on United Way Survey and focus on outreach to local nonprofit organizations, including Goodwill Industries
 - Revamped web page
 - Initiated new electronic newsletter for alumni
-

Evidence of Progress for 2006-2007:

- SPEA IUPUI credit hours: FY 2007-08 (Summer II 2007 and Fall 2007)
 - Summer II 2007 down 179 credit hours (substantial decrease)
 - Fall 2007 at about 98% point in cycle
 - Undergraduate
 - Likely will match F 2006 in spite of reduced headcount (reflects trends towards more traditional student body with students taking more credit hours)
 - Graduate
 - Current credit hours already exceed F 2006 credit hours by 17%
 - Reflects strong growth in MHA
 - Overall
 - Currently are three percent above F 2006; may end up 5% above; strong F 2007 enrollments offsets drop in Summer II 2007 credit hours

Activities planned for 2007-2008:

- Participate in campus recruitment events
- Refine marketing activities and focus on targeted outreach to prospective students, including outreach to major employers
- Maintain web page and add new features
- Publish electronic newsletter for alumni
- Specific enrollment issues to address:

Decline in BSCJ headcounts: recruitment (Public Safety management) and retention
 Growth in BSPH/BSHSM headcounts: section management/class size
 Decline in BSPA management enrollments
 Growth in MHA enrollments: section management/class size
 Decline in MPA and certificate enrollments (small enrollments in CJ and Environmental Management concentrations)

☑ Increase year-to-year retention of students

Campus Planning Theme: Teaching and Learning

Secondary Goals:

Sub Unit: Director of Academic Affairs Student Services

Time Frame:

Actions taken for 2006-2007:

- Identified non-returning students and intervened to increase likelihood of return.
- Identified at risk students and intervened to help improve academic performance.
 - Required students on probation and critical probation to meet with advisors prior to registering for classes
- Continued mandatory orientation for incoming students to emphasize importance of good study habits and outline strategies for success
- Created opportunities for students to engage in extracurricular activities related to studies
 - Engaged students in efforts to renovate BS 1000 as student lounge
 - Supported students engaged in student organizations and help organizations be more active
- Created new one hour mentoring class

Evidence of Progress for 2006-2007:

- Retention rates for freshmen and sophomore increased slightly but rates for juniors and seniors dropped slightly;

| One -Year Retention Rate - Fall to Fall | | 02-03 | 03-04 | 04-05 | 05-06 | 06-07 |
|---|--|-------|-------|-------|-------|-------|
| Semester | | | | | | |
| <i>Retention rates are in percentages</i> | | | | | | |
| Freshmen/Sophomore | | 78% | 78% | 68% | 74% | 76% |
| Junior/Senior | | 82% | 85% | 80% | 81% | 78% |
| All Undergraduates | | 80% | 83% | 76% | 79% | 78% |

- The number of undergraduate degrees awarded was the highest since at least 2002-03
- The number of masters degrees conferred increased over 2005-06 but remained below totals for 2003-04 and 2004-05
- Total degrees and certificates awarded increased 2005-06 but remained below totals for 2003-04 and 2004-05

| Degree Year (July through June) | 02-03 | 03-04 | 04-05 | 05-06 | 06-07 |
|---------------------------------|-------|-------|-------|-------|-------|
| Certificates | 90 | 73 | 75 | 53 | 70 |
| Associate | 18 | 25 | 11 | 11 | 13 |
| Baccalaureate | 113 | 112 | 137 | 125 | 139 |
| Masters | 70 | 99 | 95 | 77 | 85 |
| Doctorate | 0 | 0 | 0 | 0 | 0 |
| Professional | 0 | 0 | 0 | 0 | 0 |
| Total | 291 | 309 | 318 | 266 | 307 |

Activities planned for 2007-2008:

- Continue focus on students on probation and critical probation, including use of intrusive advising
- Experiment with classroom strategies for improving student retention, including attendance policies

☑ Reininvigorate SPEA Student Council by assisting students with recruitment and leadership development

Campus Planning Theme: Teaching and Learning

Secondary Goals:

Sub Unit: Student Services

Time Frame:

Actions taken for 2006-2007:

- School and Student Services staff continued efforts to engage students.
 - Director of External Affairs worked with SPEA Ambassadors
 - Manager of Graduate Programs and undergraduate advisors worked with student council
 - Director of Development engaged students in planning for renovation of BS 1000, the SPEA student lounge and

- o Director of Development engaged students in planning for renovation of DO, 1000, the St. LA student lounge and computer center

Evidence of Progress for 2006-2007:

- Student engagement in extracurricular activities remains inadequate

Activities planned for 2007-2008:

- Continue efforts to engage students in leadership activities
 - o Student Council
 - o SPEA Ambassadors
 - o Student honorary societies
 - o Environmental Awareness League
 - o Public Affairs Student Association (PASA)

Strengthen SPEA's engagement and reputation in the region and state

Enhance capacity for civic engagement

Campus Planning Theme: Civic Engagement

Secondary Goals:

Sub Unit: SPEA Faculty


Time Frame:

Actions taken for 2006-2007:

- Created Center for Health Policy
- Center for Urban Policy and the Environment continued multiple projects.
- Work initiated to spin off AIM project to the Indiana Juvenile Justice Task Force

Evidence of Progress for 2006-2007:

- Funding from state, local, and other government remains the principal source of externally generated revenues for SPEA IUPUI.

| Fiscal Year  | 02-03 | 03-04 | 04-05 | 05-06 | 06-07 |
|---|-----------|-----------|-----------|-----------|-----------|
| <i>Data in US Dollars</i> | | | | | |
| Federal Government | 16,650 | 0 | 51,766 | 31,250 | 83,160 |
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| | | | | | |
|-------------------------------|-----------|-----------|-----------|-----------|-----------|
| Total Income | 2,161,161 | 1,892,418 | 3,776,547 | 6,111,126 | 2,298,866 |
| Percent of Campus Total | 1% | 1% | 2% | 2% | 1% |

Activities planned for 2007-2008:

- Implement Criminal Justice Research Center
- Implement Public Policy Institute
- Continue multiple collaborations with city and state agencies
- Participate in IUPUI TRIP initiative

Fiscal Health

The following summary outlines SPEA IUPUI's financial position. In general, the responsibility is in sound shape fiscally, with a reserve that provides a foundation for limited investment and is available in the event of unexpected outcomes such as a possible downturn in enrollment. We expect to continue investing in faculty in growth areas, including health administration and policy and public safety or homeland security.

- SPEA IUPUI FY 2006-2007 Academic Budget
 - ± \$6,000,000 (\$5.4 million excluding Executive Education)
 - Excludes externally funded project revenues except indirect cost recovery (ICR)
 - Very small loss for year (\$645 for responsibility center; \$2,224 excluding Exec. Ed)
 - Revenues 4% over budget
 - Includes more than \$150,000 in ICR revenues over budget (43%): reflects very strong research activity through research centers and service programs
 - Reflects overall growth in credit hours of 5% for year: mix of graduate, and undergraduate, and out-of-state credit hours is reason increase in fee revenues is less than proportionate increase in credit hours
 - Expenditures 4% over budget
 - Principal reason for higher expenditures: >\$127,000 transferred to write off one-months appropriation withheld by legislature
 - Academic and instructional salary savings offset by higher than budgeted expenditures for:
 - Student employment and financial aid
 - Hourly employment (for teaching assistance)
 - Overtime and supplemental pay for employees (to cover vacancies during staff transition)
 - Contractual services for faculty relocation (moving); website development and marketing and development
 - Supplies and general expense (computing-related expenses)
 - Break-even is very good given appropriations write-off!
 - Available fund balance >\$630,000
- Year End ICR Distribution
 - Objective: stabilize and build research infrastructure in School
 - Help centers cover administrative costs not chargeable as direct project costs
 - Provide centers funds for covering staff salaries or investing in new initiatives
 - Commitment is to allocate 50% of ICR revenues over budget back to centers (after 20% university

Will reallocate nearly \$60,000 from fund balance this year to Centers

Reallocation Plan

1) Diversity. In the past year (July 1, 2006–June 30, 2007) what actions have you taken and what results have you achieved in retaining and graduating a diverse student body; enhancing diversity in research, scholarship, and creative activity; and recruiting, developing, and supporting diverse faculty and staff?

SPEA faculty and staff continued efforts to recruit and retain a diverse student body. Minority representation increased to 21% of the SPEA student body, the highest in five years. The increase occurred both because of an increase in the number of African American students and a decrease in the number of white students.

The diversity of SPEA professional staff increased with new hiring while the diversity of clerical staff declined. Two key administrative positions in SPEA - the Director of Fiscal and Administrative Affairs and the Chief Administrative Officer at the Center for Urban Policy and the Environment now are filled by African Americans.

| Fall Semesters <input type="checkbox"/> | 2003 | 2004 | 2005 | 2006 | 2007 |
|---|------------|------------|------------|------------|------------|
| Professional - Pct Female | 67% | 72% | 63% | 61% | 65% |
| Professional - Pct Minority | 8% | 12% | 4% | 3% | 10% |
| Clerical - Pct Female | 100% | 88% | 100% | 100% | 88% |
| Clerical - Pct Minority | 13% | 13% | 0% | 25% | 13% |
| Technician - Pct Female | -- | -- | -- | -- | -- |
| Technician - Pct Minority | -- | -- | -- | -- | -- |
| Total - Pct Female&nbsp; | 72% | 72% | 68% | 66% | 65% |
| Total - Pct Minority&nbsp; | 8% | 11% | 3% | 7% | 9% |

With respect to diversity of faculty, SPEA lost an African American male faculty member to an historically black university, Fayetteville State University in North Carolina. SPEA was successful in attaching an Asian faculty member, so the numbers of faculty from under-represented ethnicities overall remained essentially the same.

| Fall Semesters <input type="checkbox"/> | 2003 | 2004 | 2005 | 2006 | 2007 |
|--|------------|------------|------------|------------|------------|
| Professor - Pct Female | 0% | 0% | 0% | 0% | 0% |
| Professor - Pct Minority | 0% | 0% | 0% | 0% | 0% |
| Associate Professor - Pct Female | 55% | 58% | 55% | 55% | 60% |
| Associate Professor - Pct Minority | 0% | 17% | 18% | 18% | 20% |
| Assistant Professor - Pct Female | -- | -- | -- | -- | -- |
| Assistant Professor - Pct Minority | -- | -- | -- | -- | -- |
| Instructor - Pct Female | n/a | n/a | n/a | n/a | n/a |
| Instructor - Pct Minority | n/a | n/a | n/a | n/a | n/a |
| Lecturer - Pct Female | -- | -- | -- | -- | -- |
| Lecturer - Pct Minority | -- | -- | -- | -- | -- |
| Clinical Ranks - Pct Female | n/a | -- | -- | -- | -- |
| Clinical Ranks - Pct Minority | n/a | -- | -- | -- | -- |
| Academic Specialist - Pct Female | n/a | n/a | n/a | -- | -- |
| Academic Specialist - Pct Minority | n/a | n/a | n/a | -- | -- |
| Research Ranks - Pct Female | n/a | n/a | n/a | n/a | n/a |
| Research Ranks - Pct Minority | n/a | n/a | n/a | n/a | n/a |
| Librarians - Pct Female | n/a | n/a | n/a | n/a | n/a |
| Librarians - Pct Minority | n/a | n/a | n/a | n/a | n/a |
| Total - Pct Female&nbsp; | 39% | 35% | 28% | 30% | 32% |
| Total - Pct Minority&nbsp; | 13% | 15% | 12% | 11% | 11% |

2) International activities. Over the past year, in what international projects and activities have your faculty, staff, and students engaged? What new efforts have been undertaken to internationalize the curriculum?

Under the leadership of Professor Alfred Ho, SPEA IUPUI hosted 26 students from the Kazakhstan Academy of Public Administration for a month-long educational program in Indianapolis focusing on state and local government. The students visited a number of state and local government offices and discussed trends in public administration with state and local officials.

Professor Ho also contributed to campus efforts to work with Sun Yat Sen University and on a grant from the Chinese government to create a Confucious Institute at IUPUI. Sun Yat Sen University likely will become one of IUPUI strategic international partners.

In collaboration with the Center of Philanthropy, SPEA IUPUI recruited Professor Adrian Sargeant from the University of West England to join the SPEA faculty. Professor Sargeant, an internationally recognized scholar in nonprofit management and editor of the *International Journal of Nonprofit and Voluntary Sector Marketing*, also was named the inaugural holder of the COP's newly endowed Robert F. Hartsook Chair in Fundraising.

Trustee Lecturer Natalia Rekhter led a group of 10 students on a study abroad trip to Russia to study comparative health care systems. This was the second time for this trip.

Associate Dean Greg Lindsey visited Moi University, IUPUI's first strategic international partner, to explore strategies for collaboration and make plans for a scholar to visit IUPUI and teach about development and administration in East Africa.