

2011-2012 Kelley School of Business

Section	Document Name
Fiscal Health	• Fiscal Health FY12 Business.pdf

Mission

The Kelley School of Business Indianapolis will act as the engine of change for Indiana by connecting excellence from central Indiana and around the world. We will achieve this through excelling in innovative research-driven business education in an urban setting that engages students and alumni with local, national and global organizations.

Goals and Objectives

▢ Enhancement of existing degree programs

☑ Emerging Graduate Programs

Campus Planning Theme:

Secondary Goals:

Sub Unit:

Time Frame:

Actions taken for 2011-2012:

- In October 2011 the Faculty Chair of Emerging Graduate Programs was established with the goal of identifying and evaluating different graduate program options including a specialized cohort of the MBA program and Graduate Certificates. Of particular interest were potential programs that targeted the health care and life sciences industries in Central Indiana.
- To identify potential new program markets, the Indiana Business Research Center provided local and regional economic and demographic data by industry sector. Additional economic development reports were studied for insights on Indiana economic strengths and strategic industries.
- Held several meetings and focus groups with Kelley Indianapolis Board of Visitors on the industry needs for specific graduate programs.
- Held meetings with Purdue College of Engineering and Science administrators on potential collaboration on a Professional Master's degree. Made a presentation to Purdue College of Engineering and Technology Board of Visitors on potential joint business-engineering programs including a Professional Master's and Graduate Certificates.
- Explored joint graduate program options with the Herron School of Art and Design faculty in the area of design thinking. Held several meetings with faculty to explore a Graduate Certificate in Innovation and Design Management. Obtained benchmarking data on other business-design joint programs.
- Established the IU Physician Executive Advisory Board to provide advice and counsel on physician leadership programs including the current MD/MBA Leadership Forum for the five-year joint MD/MBA program. Executive medical officers from IU Health, IU School of Medicine, St. Vincent, Community Health, Cook, Franciscan Alliance, Cook Medical, and WellPoint.

- Based on benchmarking data and input from industry leaders, Board of Visitors, faculty and administrators, several different program options were identified including: Physician MBA cohort, Professional Masters Degree, and Graduate Certificates in Medical Management, Lean Six Sigma, Healthcare Supply Chain, Project Management, Technology Management, Innovation, and Digital Marketing.
- Given the strong presence of the healthcare industry in Central Indiana, it was decided to further explore the need for new graduate business programs in this sector. Stakeholder groups were engaged in interviews and group discussions with the Faculty Chair of Emerging Graduate Programs, Professor Vicki Smith-Daniels. Glenn Bosch, Director of Development, attended most of these sessions, recorded the discussion, and gathered additional information on important stakeholders for future meetings. The stakeholder groups included: (1) healthcare executives, (2) physician leaders (including practicing physicians with M.D./MBA credentials), (3) prospective students, (4) healthcare attorneys, (5) healthcare consortium and economic development leaders, and (6) Indiana University administrators and faculty from the Health Sciences Schools. During these sessions, stakeholders provided specific feedback on the target markets, discussed specific business and healthcare curriculum topics, shared critical success factors, and discussed whether Kelley School of Business should (and could) deliver competitive physician and healthcare programs in Indiana and the greater Midwestern region. The stakeholders were encouraged to provide constructive feedback and to share confidential concerns about competitors, Kelley Schools programs, and other program risks.
- The immediate and long-term need for healthcare programs was universally validated across all of the stakeholder organizations. Specifically, the stakeholders endorsed a specialized MBA cohort for physicians and graduate certificates in Business of Medicine, Healthcare Lean Six Sigma, and Medical Management.

Evidence of Progress for 2011-2012:

- After discussions with Kelley leadership, it was decided to move the Project Management Certificate to the Executive Degree program to focus on a national market with other open enrollment certificates. This certificate is under review by the Project Management Institute for possible consideration as a Registered Educational Provider that would provide Kelley Certificate graduates with professional development credits toward the Project Management Professional Certification.
 - Prepared the report “Business of Medicine programs Market Assessment and Curriculum Needs” based on the stakeholder feedback. This report documents the immediate and long-term need for the Business of Medicine programs. Prepared four academic program proposals: (1) specialized cohort of the MBA program focused on the Business of Medicine for working physicians, (2) Graduate Certificate in Business of Medicine for working physicians, (3) Graduate Certificate in Healthcare Lean Six Sigma, and (4) Graduate Certificate in Medical Management.
 - Developed nine new courses for Business of Medicine programs including Healthcare Revenue and Delivery Models, Understanding Consumer Health Behavior, Medical Technology Evaluation, Care Coordination and Clinical Integration, Performance Management in Healthcare, Healthcare Innovation, Integrative Experience I, Integrative Experience II, and Integrative Experience III.
 - Kelley faculty approved the specialization Business of Medicine MBA for physicians and the new healthcare courses.
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Activities planned for 2012-2013:

- Hire Director of Graduate Business Programs in Medicine to begin in December 2012.
- Complete academic approval process for (1) Graduate Certificate in Business of Medicine, (2) Graduate Certificate in Healthcare Lean Six Sigma, and (3) Graduate Certificate in Medical Management.
- Enroll a total of 40 working physicians in the Business of Medicine MBA cohort and Graduate Certificate in the Business of Medicine beginning in Fall 2013.
- Enroll 30 to 40 healthcare professionals in the Graduate Certificate in Healthcare Lean Six Sigma.
- Enroll 30 to 40 working professionals in the Graduate Certificate in Medical Management.
- Develop and launch marketing campaign for Business of Medicine programs in November 2012 including a new web site, brochures, social media campaign, media announcements and releases.
- Hold information sessions and professional consultations for Business of Medicine programs throughout Indiana and targeted Midwest cities including Cincinnati, Columbus, Louisville, Chicago, Madison, and Toledo.
- Develop competencies-based survey for working physicians to assess their business and leadership skills and how different Kelley BoM programs could meet their professional development needs.
- Offer several workshops in Spring 2013 to highlight Kelley faculty capabilities in the business of medicine as recruitment tools for Business of Medicine programs.
- Work with faculty to integrating current healthcare and medical examples, applications, and case studies into the MBA courses.
- Recruit affiliated faculty for advanced healthcare courses.
- Complete application process for Continuing Medical Education credits for physician programs. Explore other medical professional association continuing education credit programs and how the Kelley programs can satisfy these requirements.
- Developing new administrative processes to support the Business of Medicine programs including registration, bursar, course scheduling, etc.

☑ Evening MBA

Campus Planning Theme: Teaching and Learning

Secondary Goals:

Sub Unit:

Time Frame:

Actions taken for 2011-2012:

- Increased the flexibility of the Evening MBA program and made the program more competitive with online competitors in 2011-12 by:
 - o Adding “blended” electives that provide greater scheduling flexibility as well as maximize the advantages of the two instructional formats.

- o Adding electives in an intensive format in the summer.
- o Allowing students to take up to six (6) credit hours of electives in the Kelley Direct program if the Evening MBA does not offer a course.
- Enhanced the curriculum. The Evening MBA is differentiated in the marketplace by its emphasis on “soft” skills such as leadership, teambuilding, negotiations, self-awareness and personal and professional development.
 - o The program enhanced these components of its program and reinforced this critical differentiation by adding a new teambuilding exercise to X511, to build on its longstanding Food Corp. exercise.
 - o The program also plans to review all such program components in fall 2012.
- Continued the program’s international education opportunities in 2011-12. The program offers a course and overseas trip every summer for students to study “markets in transition” in China (D546). The program also offers a course over Spring Break each year for students to study emerging markets in a variety of countries, with different destinations each year (X576 and X577). The program studied emerging markets in South Africa in spring 2012 and in Brazil and Russia in recent years.
 - o China in Transition Overseas Study, 2012. Marjorie Lyles, Professor of International Strategic Management, took 6 MBA students to Beijing and Dalian, China in July 2012. Students researched the markets and listened to guest speakers on key topics in advance, then consulted onsite with a Chinese supermarket chain, analyzing its operations and examining economic issues to tackle the challenges of how to make it competitive in its rapidly-changing economy.
 - o Professor Lyles also took six Evening MBA students to South Africa in March 2012 where they visited business, government and community leaders in Capetown and Johannesburg, and explored how to do business in South Africa.
- Continued and enhanced the Evening MBA Professional Development program.
 - o The program created and filled a new faculty appointment, Graduate Programs Coordinator, designed to advise students personally, teach X511, X551 and maybe X522, and build relationships with businesses and other organizations in the local community. Notably, the previous instructors in these courses presented them primarily for undergraduates; this appointment made it possible for the MBA program to offer the same courses to MBA students. Students made extensive use of the coaching and professional development. Unfortunately, the new hire resigned in the summer of 2012.
 - o The Women’s MBA Alumni Advisory Board presented a series of special events on personal branding. With a goal of connecting female students with alumnae while teaching key professional lessons, the Advisory Board presented such special events as “Define Your Brand” and “Your Image Inside, Out.” These proved popular with both students and alumnae, offering everything from understanding behavioral assessments to polishing a personal image, developing a 30-second elevator pitch and creating a personal brand.
- Continued the Kelley Enterprise Lecture Series. This provided students with the opportunity to listen to and network with executives and alumni from the local business community. Highly successful business leaders spoke about their industries and careers, including such speakers as Mickey Levitan, CEO, Courseload; Kent Hawryluk, CEO, Mercadia/ Tall Ships; Steve Russell, President & CEO, Celadon Trucking; Cathy Langham, President, Langham Logistics; and Mike Petrie, President, P/R Mortgage.
- Continued and offered greater depth in the Kelley Enterprise Experiences.
 - o The DIVE, FIND, and gSCIE Enterprise Experiences provided second- and third-year students with over 20 applied project experiences.
 - o Students in the FIND Enterprise Experience completed and placed second in the Finance case competition sponsored by the Indiana Chapter of the Association for Corporate Growth.
 - o Evening MBA students played a key role in the launch of a new restaurant concept by local business Hubbard and Cravens Coffee and Tea Company, creating a marketing and promotional plan for the company’s newest venture. This included a marketing analysis, integrated marketing communications plan and budgets to leverage this strong brand and establish a new identity. Student teams presented their findings and recommendations to the company in December 2011.

- The program launched the following initiatives in Marketing and Recruiting in 2011-12:
 - o Held 9 information sessions during the recruiting season, attracting a total of 239 attendees at events in Indianapolis, Carmel and Columbus.
 - o Offered scholarships to applicants with GMATs of 700 or more.
 - o Offered two GMAT preparation sessions in partnership with Kaplan.
 - o Recruited on-campus at Purdue, DePauw, Ball State, Hanover and IUPUI.
 - o Increased the visibility of the Kelley Evening MBA degree through sponsorships and a presence at local professional societies in Indianapolis, such as the Economic Club of Indiana, Innovation Showcase, and Indiana Black Expo.
 - o Attended ICAN information sessions at numerous area companies, including NCAA, Brightpoint, Delta Faucet, IU Health, Firestone, CNO, Wellpoint, ADT, Indiana Government Center, IPL and DFAS.
 - o Continued development of an alumni referral program in fall and spring, which resulted in numerous referrals.
 - o Hosted an alumni panel at the IU Law School for first-year law students who expressed an interest in the MBA dual degree.
- The program launched the following initiatives to build relationships with students in 2011-12:
 - o Offered weekly online student advising sessions and in-classroom visits around priority registration time to make it more convenient for students to select their courses for upcoming semesters and register for them on a timely basis.
 - o Expanded options for the program's prerequisites to better accommodate prospective student needs. In particular, a new option for the statistics prerequisite was created in the form of an online primer.
- Challenges
 - o The economy in Indianapolis and Central Indiana remains soft in late 2012, as does the national economy, as recovery from the Great Recession of '08 continues to be slow.
 - o Job opportunities remain uncertain. This is a two-edged sword. On the one hand, prospective students are more comfortable applying to part time or evening programs, which allow them to continue their jobs rather than take on the risk of giving up their positions and then having to find new ones on graduation in two years' time. On the other, students are hesitant to make an investment in their careers in a time of economic uncertainty and sluggish growth.
 - o New competitors are entering the market, particularly online MBA programs (now over 66 including Kelley Direct) but also strong, face-to-face full time programs, face-to-face weekend programs (e.g. University of Michigan and Ohio State), blended programs with sharply limited on-campus participation (e.g. Babson) and Executive MBA programs (e.g. Ohio State).
 - o Many employers have reduced or eliminated tuition assistance for their employees, a consequence of the economic downturn of '08.
 - o The number of potential students who took the GMAT in the Indianapolis and Central Indiana market decreased in 2011-12 and again in 2012-13. This reflects demographic changes, specifically the decline in the numbers of students who are of the right age and work experience to benefit from an MBA program.

Evidence of Progress for 2011-2012:

- The leading ranking authorities continue to recognize the Kelley Evening MBA as one of the best in the country. *The US News and World Report* 2013 ranked the Kelley Evening MBA program ninth in the US.
- Exit surveys indicate that the primary reason that students choose the Kelley Evening MBA program is the reputation of the Kelley brand.

- Exit surveys also indicate satisfaction with the quality of the program experience, as 90% of May graduates stated that they would choose the Evening MBA program again.
 - The cohort for the fall 2012 Evening MBA class start was the strongest in the history of the program.
 - Applications for the September 2012 class start were up in quantity and quality.
 - Applications for the January 2013 class start are higher in number and quality than those in the January 2012 class start a year ago.
 - The quality of students matriculating to the program remains high as indicated by average GMAT scores, academic records and years of work experience.
 - The percentage of women entering the program remains between 22% and 30%, the latter about the national average.
 - The percentage of underrepresented minorities and non-US citizens entering the program rose materially in 2011-12.
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Activities planned for 2012-2013:

- Exploring ways to further enhance the curriculum.
 - Evaluating and enhancing the “soft skills” components of the program, with a goal of integrating these components more effectively in the core.
 - Exploring ways to shorten the time needed for students to complete the program.
- Continuing the basic, flexible structure of the program.
- Expanding opportunities to study transitional and emerging economies. The program will offer students the opportunity to visit and study business in India for X576 and X577 in 2013.
- Enhancing the program’s Professional Development courses. Here, the MBA program created a position and is conducting a search for a new staff person to take the place of the Graduate Programs Coordinator developed in 2011, entitled the Associate Director of Graduate Career Advancement and Professional Development. This position is designed to advise students personally, teach professional development courses, and build relationships with businesses and other organizations in the local community.
- Continuing the Kelley Enterprise Lecture Series.
- Continuing the Kelley Enterprise Experiences and exploring ways to enhance these.
- Enhancing our recruiting.
 - Continuing our information sessions and revising our presentation to address prospective students’ wants and needs more effectively.
 - Prospecting with potential students who score above 630 on the GMAT in the state of Indiana.
 - Improving our systems and capacity to follow up on inquiries personally.
 - Developing and maintaining relationships with promising prospective students.
 - Evaluating the effectiveness of our recruiting fairs and exploring the effectiveness of online ones.

- Developing and leveraging relationships with current students. A high percentage of our students inquire about the course on the advice of a friend or acquaintance (usually as many as 80%). Our goal is for the Director of Graduate Programs to develop personal relationships with roughly one-third of all students by three years from now. We will leverage this, not only through recruiting activities and admissions interviews but also via attendance at meetings of the Student Advisory Board, personal meeting with students to give them career advice, visits to classes and professional development sessions, and visits to co-curricular activities. This will also ensure that students know they have positive, open channels to give the program feedback on student satisfaction, thus they avoid expressing any frustrations on rankings surveys.
- Developing relationships with employers.
 - o We plan to focus on enhancing our relationships with the 15 leading employers that currently provide us with students. These currently account for 36% of students.
 - o We also plan to develop relationships with new organizations.
- Developing relationships with alumni.
- Developing relationships with leaders in the local business community.

☒ Masters of Science in Accounting and Masters of Science in Taxation

Campus Planning Theme: Teaching and Learning

Secondary Goals:

Sub Unit:

Time Frame:

Actions taken for 2011-2012:

- The MSA program completed its thirteenth full year of operations with the graduation of the class of 2012 (academic year 2011-2012). In 2000, the program graduated 10. The graduating class of 2011/12 numbered 82.
- An outgrowth of the MSA was the new Master of Science in Taxation (MST) program. This program is the only one of its kind in the state. Indianapolis joins the ranks of most major metropolitan areas that have such programs. The program enables individuals to prepare for a career in taxation. It is a 30 credit hour program, consisting of 24 hours of taxation and 6 hours of electives. The first students graduated from this program in 2010/11.

Program Goals

Teaching and Learning

- The goal of the MSA program is to be the graduate program of choice in Indiana for those seeking to become Certified Public Accountants (CPAs). Under current law, individuals seeking to sit for the CPA exam must have an undergraduate degree and complete 150 credit hours. The 150-hour rule requires that applicants complete certain courses in business, accounting and law. These requirements may be met by taking undergraduate or graduate courses (essentially 30 credit hours at either the undergraduate or graduate level). A major objective of the graduate accounting program is to convince students to reject the undergraduate route. We believe that aspiring CPAs are better served by completing coursework that not only leads to a graduate degree but also makes them better prepared for a successful career. The program has made important steps in this regard. The number of students graduating continues to increase. During the last several years, the number of graduates has ranged from 70- 85 students. Our near-term goal is to increase this number of MSA and MST graduates to 100.

- This year, both the undergraduate and graduate accounting programs were reaccredited by the Association for the Advancement of Collegiate Schools of Business (AACSB) International. As part of this process, goals for the programs were reviewed and revised. Similarly, learning outcomes were identified and measured. During this process, it became evident that we had not addressed one goal of our program concerning professional and ethical responsibilities of practicing accountants. As a result, a new course devoted to this was developed and became a required part of each student's course of study.

Evidence of Progress for 2011-2012:

- Despite its brief history, the MST program was named by JobsInTax as one of top ten tax programs in the country. This ranking was based on a separate survey of heads of corporate tax departments.
- Accounting firms believe in our programs. This is evidenced by their financial support of our faculty. Reed Smith is currently the BKD Faculty Fellow and William Kulsrud is the Katz, Sapper & Miller Faculty Fellow. The financial commitment of these firms is a testimonial to the quality of our accounting programs.
- Although the programs are young, many of the programs' early graduates are starting to make their mark. For example, this year, Oni Harton, MST 2012, of Bose McKinney & Evans was named to Indianapolis Bar Hall of Fame. Cynthia Ransom, MSA 2001, is serving on the Board of Directors of the Indiana CPA Society.
- Perhaps the best evidence of our success can be found in the placement area. Due to the increase in quality accounting graduates found in our programs, the pool of potential employees has increased, thereby making IUPUI a more attractive place to recruit. As a result, more employers are contacting us about our students than ever before. During the 2012 fall recruiting season, more than 25 accounting firms as well as other business interviewed our accounting students. In addition, the number of internship opportunities for our students also increased.
- To maintain and increase enrollments, the MSA and MST programs are involved in a number of activities, including sponsorship of various events with the Indiana CPA Society. We have been a sponsor of the INCPAS Annual Tax Institute and the CPA Celebration.
- The website for the graduate accounting programs was completely revised.
- **Civic Engagement:**
 - o As noted above, the MSA and MST programs provide a supply of talented accounting graduates that stay in Indiana, primarily in the greater Indianapolis area. We have graduates working in virtually every accounting firm in Indianapolis. Our graduates are making a difference in Indiana.
 - o The MSA/MST Luncheon Speaker Series sponsored by the MSA Student Association continued this year with a number of luncheons and special events. The luncheon series enables us to showcase the programs as well as our students to leaders in the Indianapolis business community.
 - o The MSA/MST programs continue to partner with Becker CPA Review to develop an intensive CPA review course.

Activities planned for 2012-2013:

- Explore the possibility of offering a 4 + 1 program to current Kelley accounting undergraduate students.
- Increase advertising for the MSA and MST programs to enhance awareness, student recruitment and placement

- Increase advertising for the MBA and MST programs to enhance awareness, student recruitment and placement.
- Identify additional regional universities from which to recruit students, and develop a marketing plan to inform prospective applicants that we will be on their campuses.
- As the MST program grows, we will need to be more active in the placement market to help students with placement opportunities. Explore opportunities with the Law School to establish a joint JD/MST program. Many students seeking the MST are either in Law School or are already lawyers. The interaction of tax law and accounting is a natural expansion of the program.
- Continue the Luncheon Speaker Series sponsored by the MSA Student Association to increase connections with industry professionals and potential employers.

☑ Undergraduate Program

Campus Planning Theme: Teaching and Learning

Secondary Goals:

Sub Unit:

Time Frame:

Actions taken for 2011-2012:

- Provided students with more opportunities to connect with employers.
- Created a career services advisory board comprised of top recruiters, members of the Young Alumni Council and the Board of Visitors to assist in the review of programming and services. Collaborated with the IUPUI Career Services Council in order to provide expanded employer contact by creating partnerships for job fairs, information sessions, and student/employer networking events.
- Todd Roberson, recruitment coordinator, and the Kelley Advising office continue to work to increase overall enrollments and direct admits. Activities include visiting high schools in Indiana; guest lectures at high schools.
- Partnered with Chair of Business Administration at Ivy Tech (Central Indiana), Marva Hunt to continue communication of 2 + 2 articulation agreement (AS in Business Administration).
- Revised the undergraduate curriculum to include:
 - o New Integrated Core with a four-course sequence, adding Z371-Team Dynamics and Leadership.
 - o Split X320 – Career Planning into two 1-credit courses: X220 – Career Perspectives in the sophomore year and X-320 – Career Planning in the senior year.
 - o Enhanced Z340-Personnel Human Resources to 3 credits and required of all Kelley students
 - o Added a new course, X280, to provide for-credit internship opportunities for freshmen and sophomores.
 - o Added special Topics courses (X155, X255, X355, and X455) in each major.
 - o Revised the Management major to remove elective courses no longer being taught.
- Completed the process to approve Security Management certificate for SPEA and Kelley students.

- Reviewed the undergraduate curriculum in light of Indiana University's revisions to General Education requirements, pending revisions to the Kelley Bloomington Undergraduate program, and Senior Exit Survey results.
- Worked with a Diversity Scholarship Research program student on a research project.
- Increased sponsorship of statewide high school conferences (BPA, DECA).
- Coordinated recruitment efforts- local, national, and international - with IUPUI Admissions Office International Experience – In Summer 2012, two students studied for four weeks at the University of Strasbourg College of Management International Summer School.
- Redesign undergraduate marketing materials.

Evidence of Progress for 2011-2012:

- Collaborated with IUPUI's Honors College and other academic units to leverage IUPUI honor students and Kelley Indianapolis honor students to begin national recruiting program. Changed the Kelley Honors program admission requirements to match the IUPUI Honors College admission requirements.
- Through strategic marketing, the CPO saw a 32% increase in internships and a 27% increase in full-time postings compared to the previous academic year. Currently, 3,335 active employers are on KelleyCareers, the job search database for the Kelley School of Business, Indianapolis.
- Collaborated with Kelley Bloomington to allow Kelley Indianapolis students access to career fairs held in Bloomington. In fall 2011, Kelley Indianapolis offered two sections of the hybrid I-Core, Kelley's marquee core classes combining best practices in marketing, operations and finance.
- We expanded service-learning opportunities for students. Kelley students in Professor Kim Saxton's marketing strategies class conducted a marketing plan for the Homeward Bound 2011 annual walk and demonstration to raise funds to fight homelessness in Indiana. Senior students researched the target audience and designed effective promotions in order to gain corporate sponsorship and community support, raising more than \$40,000 to combat homelessness.
- Primary and Secondary Principles of Undergraduate Learning (PULs) were reported for each of the courses offered in spring 2010. Evaluation of all courses in the program will be completed by 2013.
- Eight Kelley Indianapolis students were named to the IUPUI Top 100 (out of 22,236 undergraduate students). This is a notable achievement since Kelley Indianapolis only represents 5% of the IUPUI student body. One Kelley Indianapolis students, Assoumaou Mayaki, was recognized in the Top 10.
- 96.7% of our seniors would recommend us to a close friend or relative.
- In 2011-2012 44 Ivy Tech/Kelley transfer agreement students were admitted to Kelley (24 in 2010-2011 and 11 in 2009-2010). Thirty-eight students were enrolled in 2011-2012.
- UNDERGRADUATE APPLICATIONS AND ENROLLMENTS

2004 – 2005

Applications: 516

Enrollments: 949

2005 – 2006	Applications: 493	Enrollments: 948
2006 – 2007	Applications: 589	Admitted: 455 Enrollments: 957
2007 – 2008	Applications: 608	Admitted: 480 Enrollments: 967 (fall), 983 (spring)
2008 – 2009	Applications: 605	Admitted: 441 Enrollments: 1000 (fall), 1000 (spring)
2009 – 2010	Applications: 632	Admitted: 479 Enrollments: 1070 (fall), 1071 (spring)
2010 – 2011	Applications: 614	Admitted: 436 Enrollments: 1097 (fall), 1091 (spring)
2011 – 2012	Applications: 616	Admitted: 431 Enrollments: 1070 (fall), 1091 (spring)

Undergraduate Retention Rates

2004 – 2005	freshmen/sophomore: 73%	junior/senior: 91%	
2005 – 2006	freshmen/sophomore: 87%	junior/senior: 92%	all: 91%
2006 – 2007	freshmen/sophomore: 86%	junior/senior: 92%	all: 90%
2007 – 2008	freshmen/sophomore: 84%	junior/senior: 92%	all: 91%
2008 – 2009	freshmen/sophomore: 92%	junior/senior: 92%	all: 92%
2009 – 2010	freshmen/sophomore: 90%	junior/senior: 93%	all: 92%
2010 – 2011	freshmen/sophomore: 90%	junior/senior: 95%	all: 94%
2011 – 2012	Not reported in IMIR yet		

UNDERGRADUATE JOB PLACEMENT SUCCESS

2005 full-time jobs: 90	internships: 112
2006 full-time jobs: 115	internships: 67
2007 full-time jobs: 118	internships: 129
2008 full-time jobs: 130	internships: 144
2009 full-time jobs: 109	internships: 104
2010 full-time jobs: 90	internships: 90
2011 full-time jobs: 97	internships: 103

UNDERGRADUATE GRADUATIONS

2004 – 2005 – 2006

2004 – 2005:	366
2005 – 2006:	358
2006 – 2007:	335
2007 – 2008:	326
2008 – 2009:	343
2009 – 2010:	339
2010 – 2011:	390
2011 – 2012:	452

Activities planned for 2012-2013:

- Collaborate with student organizations to evaluate and improve career events.
- Expand X320 Career Planning curriculum to include hybrid course availability.
- Provide targeted marketing/programming aimed at increasing the Career Placement Office's visibility and accessibility to students/ alumni.
- Collaborate with other academic units to offer additional traditional and virtual career fairs to target an expanded range of employers.
- Collaborate with the IUPUI Honors College to include Kelley courses in the Honors Minor in Leadership.
- PUL Assessment – Elective courses will be assessed in Fall 2011 and Spring 2012 and we expect to complete PUL assessment on every course in the Kelley curriculum by Spring 2013.
- Review the undergraduate curriculum in light of House Bill (H.B.) 1220, which mandates a 120-credit undergraduate degree.
- Review the undergraduate curriculum in light of Senate Bill (S.B.) 182, which mandates a thirty-credit transferable core.
- Revise the Ivy Tech Transfer Agreement in light of the new undergraduate curriculum.
- Evaluate the addition of a new Entrepreneurship Certificate that would be available for both Kelley students and non-Kelley students.
- Work with a Diversity Scholarship Research program student on a research project.
- Continue to discuss and plan for the role of hybrid and online courses as part of the undergraduate degree program.
- Increase sponsorship of statewide high school conferences (BPA, DECA, FBLA)

- International Experience – In Summer 2013, we will offer the opportunity for four students to study for four weeks at the University of Strasbourg College of Management International Summer School
- Redesign undergraduate website.
- Implement a face-to-face version of X203 for transfer students.
- Partner with TCEM to include the Business Foundations Certificate into the Event Management major.
- Partner with PETM to include the Business Foundations Certificate into the Sports Management minor.
- Enroll the first students under the Kelley Indianapolis 2+2 agreement with Sun Yat-sen University.

Improve School Operations



Campus Planning Theme:

Secondary Goals:

Sub Unit:

Time Frame:

Actions taken for 2011-2012:

- Physical space continues to be a major challenge for Kelley Indianapolis. The space that we built out for the faculty is completely filled, with one faculty member being housed with the SPEA faculty. Currently, due to a lack of space in the staff area, we have two staff members in offices in the faculty area. With the hire of a new Director, a new Associate Director, and a recruiter, we will have a total of five staff in the faculty area by December of 2012. This reduces the efficiency and communications of our staff area. In 2002 the Indiana Business Research Center (IBRC) was moved off campus into rental space. In 2003 our Kelley Direct program was moved out of the building into rental space to accommodate growth. In 2009 we relocated our External Affairs staff to new space on the first floor. In 2010 we rearranged existing space to create five additional faculty offices on fourth floor of the BS building (all currently filled). The lack of space and distance between some staff members has seriously impaired connections and communications within programs. These issues have been a challenge to best practices. The ability to continue to meet new market needs will be severely compromised without a significant addition to our physical space.
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Evidence of Progress for 2011-2012:

- The Kelley School of Business was reaccredited by the Association for the Advancement of Collegiate Schools of Business (AACSB) International. The AACSB is the premier agency granting accreditation to business schools worldwide. AACSB accreditation ensures that business schools manage resources to achieve a vibrant and relevant mission, advance business and management knowledge through faculty scholarship, provide high-caliber teaching of quality and current curricula, cultivate meaningful interaction between students and a qualified faculty, and produce graduates who have achieved specified learning goals.
- **Recruitment:** Brittany Gleitsman has been hired as the first full time undergraduate program Recruitment and Scholarship Coordinator. She will continue the work of Todd Roberson, Senior Lecturer, in coordinating student

recruitment, focusing on high quality direct admit students. Todd will continue to assist our recruitment efforts. The addition of a full time recruitment coordinator will provide a continuous effort to recruit high quality direct admits and transfer students. We will continue to collaborate with Advising and use student recruiters.

- **Marketing Strategy:** Mary Chappell, Director of External Affairs, is chairing an Undergraduate Marketing Team. The goal of the team is to develop marketing strategies designed to increase the quality of the undergraduate student body, maintain enrollment levels, and attract more students by broadening the pool of potential students beyond central Indiana. The team is revamping the web site, improving print media, and exploiting the power of social media via Facebook and Twitter. The new Undergraduate View Book has been another useful tool in our marketing efforts.
- We launched a formal marketing plan for the Master of Science in Accounting (MSA) and Master of Science in Taxation (MST) programs. We built audience profiles and developed strategy and messaging specific to each. Overall messaging is centered on program outcomes for enhancing career value and connecting graduate accounting training to opportunities in the C-suite. In the early phases of execution, MSA and MST inquiries in the fourth quarter (Apr-June) increased by 105% over the same period in 2011. The majority of the marketing plan will be implemented during the 2012-2013 academic year.

Activities planned for 2012-2013:

- A new staff position of Director of Graduate Business and Medicine Programs will be hired to expand our MBA program to a new cohort of physician MBAs that will be offered on weekends (Friday, Saturday and Sunday) through a hybrid style program where students meet online and in the classroom.
- A new staff position of Associate Director Graduate Career and Professional Development will be hired to provide increased professional development and career advising services to MBA students. This position replaces a vacated position within the faculty that previously covered these responsibilities.
- Physical space continues to be a major challenge for Kelley Indianapolis. We have grown beyond the facilities and several of our programs are divided between floors. Our graduate program staff are in three locations and undergraduate services are in three locations. We plan a reorganization of space to bring together all the staff of the graduate programs in one area, the undergraduate advising and career planning office (CPO) personnel in one area, and the Dean's office in one area. The goal is to increase communication. For undergraduate, we will be able to have recruitment to major (advising) to career (CPO) advising all in one location to enhance services and connections between all service units. For the graduate programs, prospective students will be able to have multiple contacts from meeting with an advisor, meeting the Director and the Associate Director in professional development. We will remodel the undergraduate program space to obtain interview rooms for the CPO and remodel the graduate program space to provide a quality experience for prospects, students, and staff. These changes will not add new offices. We must still strive to obtain additional space for further expansion.
- We are pursuing several options for additional space. There are no additional changes that the architects can make to the existing facilities to obtain added faculty office space, without expanding the size of the building. Architects were hired to evaluate an option to build under our building. This is an important next step in obtaining space that will be needed for future program growth and enhancing our operations. Expansion under the building is the best option to meet future needs. We are also pursuing options to obtain space in the old convention center, which will be repurposed for classrooms.

► Improved research productivity of faculty

☑ Nurture our active research culture that is comparable to or better than the research productivity in top twenty business schools.

Actions taken for 2011-2012:

- We have hired seven, new full-time faculty. We hired Christopher Porter as an Associate Professor of Management, Matt Wieland as an Assistant Professor of Accounting, Greg Martin as an Assistant Professor of Accounting, Randle Pollard as an Assistant Professor of Accounting, Diane Sturek as a Lecturer of Accounting, Charlotte Ren as a Visiting Professor of Management, and Charlotte Westerhaus-Renfrow as a Visiting Lecturer of Management. Three of these new faculty hires are underrepresented minorities and two of these positions were replacing faculty who left and one in anticipation of an upcoming retirement.
 - We have continued to provide internal financial support for faculty research through summer research grants and a teaching load reduction program for active publishers.
 - We have continued to support an active Kelley Indianapolis Colloquium series.
-

Evidence of Progress for 2011-2012:

1. Number and Quality of Publications in Top Research Journals.

- 2011 A/A- publications per the Kelley School list: 4
- 2010 A/A- publications per the Kelley School list: 10
- 2009 A/A- publications per the Kelley School list: 15
- 2008 A/A- publications per the Kelley School list: 10
- 2007 A/A- publications per the Kelley School list: 10
- 2006 A/A- publications per the Kelley School list: 15
- 2005 A/A- publications per the Kelley School list: 11

2. Participation in Kelley School Teaching Load Reduction Program (TLRP)

The Kelley School has a competitive teaching load reduction process in which faculty from both Bloomington and Indianapolis are eligible.

2012-13 Teaching Load Reduction Program received: 12 (with an additional 1 faculty qualifying but choosing not to participate or receiving reductions for other reasons)

2011-12 Teaching Load Reduction Program received: 9 (with an additional 1 faculty qualifying but choosing not to participate or receiving reductions for other reasons)

2010-11 Teaching Load Reduction Program received: 7 (with an additional 4 faculty qualifying but choosing not to participate or receiving reductions for other reasons)

2009-10 Teaching Load Reduction Program received: 7 (with an additional 3 faculty qualifying but choosing not to participate or receiving reductions for other reasons)

2008-09 Teaching Load Reduction Program received: 2 (with an additional 1 faculty qualifying but choosing not to participate or receiving reductions for other reasons)

3. Participation in Kelley School Competitive Summer Research Grant Process.

The Kelley School has a competitive summer research grant process in which faculty from both Bloomington and Indianapolis are eligible.

- 2012 summer research grants offered: 12 (with an additional 1 faculty qualifying but who received research support from other sources)
- 2011 summer research grants offered: 10 (with an additional 4 faculty qualifying but who received research support from other sources)
- 2010 summer research grants offered: 7 (with an additional 5 faculty qualifying but who received research support from other sources)
- 2009 summer research grants received: 8 (with an additional 3 faculty qualifying but who received research support from other sources)
- 2008 summer research grants received: 10 (with an additional 2 faculty qualifying but who received research support from other sources).
- 2007 summer research grants received: 11
- 2006 summer research grants received: 10
- 2005 summer research grants received: 7

4. Research Colloquium Presentations.

The Kelley Research Colloquium is an interdisciplinary colloquium where scholars from Kelley and other universities present and discuss their current research.

- 2011-12: 14 total, 8 of which were recruiting
- 2010-11: 11 total, 9 of which were recruiting
- 2009-10: 18 total, 14 of which were recruiting
- 2008-09: 7
- 2007-08: 5
- 2006-07: 6
- 2005-06: 7
- 2004-05: 6

5. Faculty Received Research Awards/Grants in 2011.

- National Institutes of Health (NIH) Research Grant, Title: "HIV Testing and Women's Attitudes on HIV Vaccine Trials", Investigators: Gregory Zimet (PI), **Dena Cox**, **Anthony D. Cox**, Rose Fife, Kenneth Fife, \$2.3 million over the years April 2006 through 2011.
- Private Company Research Grants Funded, Merck, Sharp and Dohme Research Laboratories, Title: "Brief Interventions to Increase HPV Vaccine Acceptance in School-Based Health Centers", Investigators: Vaughn Rickert (PI), **Dena Cox**, Greg Zimet, Susan Rosenthal, \$500,000 over the years June 2009 to June 2012.
- Merck & Company Research Grant, **Dena Cox (PI)**, Gregory Zimet, **Anthony D. Cox**, Title: "The Effects of Narratives and Framing on Young Women's Acceptance of HPV Vaccination" Budget: \$99,600 over two years

- Merck and Company Research Grant, Gregory Zimet (PI), Nate Stupiansky, Marcia Shew, Andreia Alexander, **Dena Cox, Anthony Cox**, Title: "An Investigation of Provider-Parent-Son Decision Making About HPV Vaccination", Budget: \$99,913 over two years (July 2010 to July 2012).
- National Institutes of Health (NIH) Grant, Victoria Champion (PI), Susan Rawl, Consultants: **Anthony D Cox, Dena Cox**, Title: "Increasing Colorectal and Breast Cancer Screening in Women Investigators", Budget: \$3.8 million over five years, (2010-2015).

6. Publications in 2011

Journal Publications

Carow, Kenneth; Kane, Edward; Narayanan Rajesh. 2011. How has Financial Modernization affected Corporate Customers "Journal of Money, Credit and Banking, 43(7), 1371-1398.

Mays, Rose, Lynne Sturm, Julie Rasche, Greg Zimet, **Dena Cox, and Anthony Cox**. 2011. Use of Drawings for Explore US Women's Perspectives on Why Persons Might Decline HIV Testing, Health Care for Women International, 323(4), 328-343.

Dhanaraj, C. Khanna, T. Transforming Mental Models on Emerging Markets. Academy of Management Learning and Education. 10 (4): 684-701.

M. Morita, **E. J. Flynn** and S. Ochiai. 2011. Strategic management cycle: The underlying process building aligned linkage among operations practices. International Journal of Production Economics, 133 (2), 530-40.

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Romito, Laura, **M. Kim Saxton**, Lorinda L Coan, Arden G. Christen. 2011. Retail Promotions and Perceptions of R.J. Reynolds Novel Dissolvable Tobacco in a U.S. Test Market, Harm Reduction Journal, 8 (10).

Anderson, Kyle. 2011. Indianapolis-Carmel Forecast 2012, Indiana Business Review, Outlook, (Winter).

Apostolou, Barbara, **John M. Hassell**, James E. Rebele, and Stephanie F. Watson. 2011. Accounting education literature review (2006-2009). Journal of Accounting Education, 28, 145-197.

Baginski, S.P., **J.M. Hassell** and **M. Wieland**. 2011. An Examination of the Effects of Management Earnings Forecast Form and Explanations on Financial Analyst Forecast Revisions" Advances in Accounting, incorporating Advances in International Accounting, 27, 17-25.

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Jones, Steven L., Yoeman, John C. 2011. Bias in Estimating the Systematic Risk of Extreme Performers: Implications for Financial Analysis, the Leverage Effect, and Long-Run Reversals, Journal of Corporate Finance.

Kulsrud, William, John O. Everett, William A. Duncan, and Ira Abdullah 2011. Estate Tax or Modified Basis Rules for Estates of Decedents Dying in 2010: A Spreadsheet Tool for Analysis, Journal of Accountancy.com (July, 2011).

Easterby-Smith, M. and Lyles, M.A. 2011. In Praise of Organizational Forgetting. *Journal of Management Inquiry*, 20 (3):311-316.

Steingraber, F.G, Magjuka, R.J and Snively, C. 2011. CEO Succession: Build A Strong Internal Process. *The Corporate Board* 8 (Jul/Aug), 5-10.

Magjuka, R.J. F.G. Steingraber. 2011. Home-Grown CEO: The key to superior long-term financial is managing leadership succession, ATKearney Management Papers.

Books

Flynn, Barbara, Morita, Michiya and Machuca, Jose, *Managing Global Supply Chain Relationships: Operations, Strategies and Practices*. Hershey, PA: Business Science Reference, Premier Reference Source, ISBN 978-1-61692-862-9.

Kulsrud, William N. *Corporate, Partnership, Estate and Gift Taxation*, 1984-Current Editions, (Mason, OH; Cengage Learning).

Kulsrud, William N. *Federal Taxation*, 1984-Current Editions, (Mason, OH, Cengage Learning).

Kulsrud, William N. *Individual Taxation*, 1984-Current Editions, (Mason, OH; Cengage Learning).

Robert Jamison, Teresa Stephenson, *CCH Multistate Tax Guide to Pass-Through Entities 2007-Current Edition* (Chicago IL, Commerce Clearing House).

Robert W. Jamison, *S Corporation Taxation* (2012), Chicago, CCH Incorporated. (1576 pages).

Robert W. Jamison, William N. Kulsrud Teresa M. Stephenson, *Multistate Tax Guide to Pass-Through Entities*, 2012 Edition, Chicago, CCH Incorporated (700 pages).

Book Chapters

Baucus, M. and Cochran, P. 2011. An Overview of Empirical Research on Ethics in Entrepreneurial Firms within the United States Ethics in Small and Medium Sized Enterprises, *The International Society of Business, Economics, and Ethics Book Series*, 2 (1): 99-119.

Jamison, Robert W. *Business Entity Issues Part of Chapter 13 of 2011 National Income Tax Workbook*. College Station, TX, Land Grant University Tax Education Foundation, pp. 429-470.

Larsen, Glen Albert. Chapter 10: Approaches to Common Stock Valuation, *The Theory and Practice of Investment Management*, Edited by Frank J. Fabozzi and Harry Markowitz, John Wiley Sons, 2011, 271-286.

Plaskoff, J. 2011. Intersubjectivity and community-building: Learning to learn organizationally. In Easterby-Smith, M. and Lyles, M. (Eds.), *Wiley handbook of organizational learning and knowledge management* (2nd Ed.). Chichester, UK: Wiley.

Cases

- Dhanaraj, C.,** M. Mukherjee, H. Bindu. 2011. A Bomb in Your Pocket: Crisis Leadership at Nokia India. Published by Ivey Management Services, Ivey Business School, Canada.
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- Dhanaraj, C.,** P. Vemuri, M. Mukherjee, V. Parikh, C. Duwedi, 2011. Tata Swach: Pure Water for Indian Households. Published by Ivey Management Services, Ivey Business School, Canada.
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- Sachan, N., Kaipa, P., Nandkumar, A., **C. Dhanaraj.** 2011. Oral Insulin: Breakthrough Innovation at Biocon. Published by Ivey Management Services, Ivey Business School, Canada. [9B11M065]
- Sachan, N., Vemuri, P. Nandkumar, A., **C. Dhanaraj.** 2011. Center for Cellular and Molecular Biology: The Commercialization Challenge. Published by Ivey Management Services, Ivey Business School, Canada. [9B11M064]
- Suram, B., Vemuri, P. **C. Dhanaraj.** 2011. Godrej Chotucool: A cooling solution for mass markets. Published by Ivey Management Services, Ivey Business School, Canada [9B11M105].

7. Chairs, Professorships, and Faculty Fellowships.

In fall 2012, of 32 Kelley Indianapolis tenure track faculty members,

- 4 faculty held Chairs/Professorships
- faculty held Faculty Fellowships

8. Media Exposure:

We had over 80 media hits highlighting the expertise of the faculty.

Activities planned for 2012-2013:

- One goal is to increase incentives, time, and resources for faculty research to emphasize Kelley Indianapolis' profile as the only business research education institution located in the central Indiana area. As the only business research university in central Indiana, this is a defining culture and area of differentiation in a competitive higher education market. Research-active faculty must work in an environment that promotes scholarly productivity and prominence that is translated in innovative business education for students, alumni, and business community.
- Continue to emphasize our interdisciplinary Research Colloquium.
- Continue to pursue funding for Faculty Fellowships and Chairs to support faculty research.
- Continue to support faculty sabbaticals to enhance research.
- By fall 2013 or 2014, hire one new accounting faculty member in anticipation of planned retirement.
- By fall 2013 or 2014, evaluate the need to hire an additional Supply Chain Management faculty member in anticipation of growing graduate programs

▢ Student Diversity

☑ Improve Recruiting and Retention of Minority Students

Campus Planning Theme: Campus Climate for Diversity

Secondary Goals:

Sub Unit: None

Time Frame: Ongoing

Actions taken for 2011-2012:

- **Faculty:** In the 2011-12 academic year the School hired seven, new full-time faculty. Four faculty represent minorities, including three underrepresented groups. We hired Christopher Porter as an Associate Professor of Management, Randle Pollard as an Assistant Professor of Accounting, Charlotte Ren as a Visiting Professor of Management, and Charlotte Westerhaus-Renfrow as a Visiting Lecturer of Management.
- **Professional and Clerical Staff:** In 2011-12 we hired two African American females in clerical staff positions. The school has systematized the recruiting procedure of professional and clerical staff. The recruiting procedure will include identifying organizations to help increase our minority applicant pool and posting open positions to attract qualified minority applicants. In addition, a review of opportunities to promote women to the professional staff level will take place. New searches for professional and clerical staff positions will include a report to the Associate Dean outlining the recruiting and hiring process and addressing efforts to attract female and minority applicants.
- **Students:** The Kelley School of Indianapolis is committed to attracting diverse students, including underrepresented minority students. In our recruitment efforts we have targeted several middle and high schools in the Indianapolis Public School (IPS) system and the surrounding township districts that have a high percentage of minority and at-risk students.
- We are also partnering with Ivey Tech State College through our articulation agreement to enhance recruitment of minority students.
- This summer we attended the Indiana Black Expo Fair and helped prospective students learn about Kelley Indianapolis and Bloomington programs.

- The School sponsored the Business Opportunity Program (BOP) of the Center for Leadership Development (CLD) from mid-January through late March. This sponsorship took the form of faculty and staff support and the use of Kelley facilities. These are all geared to enhance the high school pipeline of diverse students into Kelley.
- We are working with the Women's MBA advisory board to increase the percentages of women in our MBA program.
- We met with the Indianapolis Chapters of the National Society of Hispanic MBAs and the Black MBA society to let them know of the opportunities at Kelley for both graduate and undergraduate business education. The National Black MBA association will hold their annual conference in Indianapolis in late September. We continue to work with the Indianapolis Chapter of 100 Black Men to discuss ways we can work together to provide business education opportunities to high school students who are interested in business.
- Kelley sponsored tables at the Martin Luther King Celebration, the Cesar Chavez Celebration Dinner, and Indiana Black Expo.

Evidence of Progress for 2011-2012:

- Total diversity increased significantly for our undergraduate program (from 15% in 2010 to 23% in 2011). Our gains came among African American (8%) and Asian (10%) students. International enrollments have continued strong growth, with 16% of the undergraduate program being international and 9% having Visas to attend the program.
- Total diversity held fairly stable for our MSA/MST programs. While the percentage of women in the program dropped, it is still very close to 50%.
- Total diversity remained fairly stable for our MBA program, with a slight increase in African American students but a decrease in Asian students.

Kelley Diversity Program: 3-Year Trends

	2009 Fall	2010 Fall	2011 Fall
Undergraduate Student Racial/ Ethnic Composition*			
- Diversity Students***	177/17%	169/15%	247/23%
- African American	67/7%	68/6%	87/8%
- Asian/Pacific Islander	70/7%	57/5%	108/10%
- Latino/Hispanic	38/4%	44/4%	47/4%
- Native American	2/2%	0/0%	5/4%
- Alien Status	58/6%	72/7%	90/8%
- All Other	785/77%	827/75%	721/68%
- Students Choosing Not to Respond to Race/Ethnicity Question	1/1%	29/3%	4/4%
- Female	411/40%	448/41%	431/41%
- International	104/10%	146/13%	171/16%
- Visa	40/4%	71/6%	95/9%
- Total Count	1021	1097	1062
MSA / MST Graduate Student Count****			
- Diversity Students***	38/30%	61/28%	74/23%
- African American	14/11%	22/10%	22/10%
- Asian/Pacific Islander	21/17%	34/16%	49/22%

- Latino/Hispanic	3/2%	5/2%	3/1%
- Students Choosing Not to Respond to Race/Ethnicity Question	20/16%	35/16%	21/9%
- Female	75/61%	123/56%	
- Visa	31/25%	52/24%	104/47%
- Total Count	123	218	47/21%
- Students Taking Pre-reqs	25	32	222
- Students Taking Grad Classes	98	186	30
			192
MBA Graduate Student Count****			
- Diversity Students***	55/16%	54/15%	46/16%
- African American	19/5%	14/4%	14/5%
- Asian/Pacific Islander	46/11%	46/13%	26/9%
- Latino/Hispanic	9/2%	8/2%	6/2%
- Students Choosing Not to Respond to Race/Ethnicity Question	57/14%	41/12%	9/3%
- Female	113/28%	100/28%	77/26%
- International	75/18%	54/15%	51/17%%
- Visa	34/8%	30/9%	36/12%
- Total Count	410	351	296

*Source: KSBI Census List – Deb Moore

**Source: KSBI Admission List Fall 2009 – Fall 2011; Indicates students who were offered admission but not necessarily enrolled

***Applies to African American, Asian, Hispanic/Latino or Native American students

****Source: IMIR Report for Graduate MBA students

Activities planned for 2012-2013:

- Undergraduate: With the new hire of a Undergraduate Recruiter we will be able to visit many Indiana high schools, particularly schools where there are a large number of minority students. This year's high school recruitment events have focused on local high schools with greater diversity.
- Sponsor the Business Opportunity Program (BOP) of the Center for Leadership Development (CLD). These are all geared to help with the high school pipeline development of diverse students into Kelley.
- Further develop partnership and support for 3 groups with local chapters: the National Association of Black Accountants (NABA), National Association of Black MBAs (NABMBA) and the Asian American Alliance Of Indianapolis (AAAI). Our hope is that through mutual efforts to strengthen our partnership, students will seize these opportunities for networking, internships and other professional development. In a similar manner, these organizations will see our graduate and undergraduate students as a good source for event volunteers, potential members, recipients of scholarships, internships, etc. We remain optimistic on the potential value of this partnership.
- Work with the Kelley Diversity Council for brainstorming and implementation of new recruitment, retention and/or graduation related events regarding our diverse undergraduate student body.

- Our Diversity program is currently in transition. Russell Verner who worked as our Director of Diversity retired in June 2011. Since June our Associate Dean has responded to current requests on diversity, but has not expanded any efforts. In January 2012, Professor Darrell Brown began leading these efforts as Director of Diversity.

Fiscal Health

Reallocation Plan

Other Question(s)