

2010-2011 Kelley School of Business

Section	Document Name
Mission Statement	• The Kelley School of Business Indianapolis will act as the engine of change for Indiana by connectin
Fiscal Health	• BUS.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

Evening MBA

Campus Planning Theme: Teaching and Learning

Secondary Goals:

Sub Unit:

Time Frame:

Actions taken for 2010-2011:

- After several years in Carmel we relocated our off-campus classroom to a new facility on the city's north side near Keystone Avenue and 86th Street. The new facility better meets our needs, is more convenient, has been very positively received by the students, and has reduced our costs.
- Workplace demands placed on working professionals have increased the need for flexibility in our program offering. In the past year we reformatted our MBA prerequisite courses into an online delivery that provides students much greater flexibility and allows us to extend our recruiting schedule.
- In fall 2011 a new option of hybrid core courses were offered for the first time to one of our two cohorts. Student response to this new option was overwhelmingly positive. All core courses in the future will be offered in a hybrid or technology-enhanced format. We believe this format change will significantly impact enrollments in coming years
- In August 2011 we offered an expanded orientation program for new students focusing on team building, leadership skills, and working effectively in teams.
- We continue to offer increased opportunities for MBA student engagement in life sciences business issues through new course offerings, increased opportunities for student participation in the Center for the Business of Life Sciences conferences, and increased involvement by the Faculty Chair with the MD/MBA dual degree students and a redesign of our Healthcare Forum course.
- A new full-time position of Assistant Director for MBA Admissions and Advising was created to help the Kelley Evening MBA program attract top students in an increasingly competitive market.
- Increased efforts have been made to reach out to Kelley Indianapolis MBA Alumni. Alumni are being engaged in helping to recruit talented prospective students into the program and in professional development mentoring activities.
- The Evening MBA Program undertook several new recruiting initiatives, including increased Internet marketing, increased Evening MBA presence at local industry and community events, and increased engagement with other IU/IU programs and Kelley alumni

- The Evening MBA Program continues to offer and expand its international education opportunities to prepare students for a global business world. The Evening MBA Program's Emerging Markets Course, first offered in January 2010, provides students the opportunity to study and visit a different emerging markets country each spring. The second offering of this course that occurred over January-March 2011 took students to Russia. In July 2011 a group of students visited China as part of our China in Transition course. In 2012 Kelley students will visit South Africa and China.
- Students in other courses also had opportunities to apply their knowledge to real world projects and gain valuable experience while assisting those businesses. For example, students in the MBA Core Marketing Class prepared a marketing report to assess the opportunity for Grameen USA to locate a micro-lending branch in Indianapolis. Grameen Bank's decision to locate its branch in Indianapolis was greatly aided by the Kelley Evening MBA students' research and report. Kelley MD/MBA students assisted the IU Student Medical Clinic to achieve greater efficiencies in their organization of patient flow and data organization, and students in the Operations Processes courses completed Six Sigma projects.
- The Evening MBA Program continues to emphasize the importance of professional development in its curriculum and provided increased opportunities for networking, leadership development, and the assessment and refinement of students' professional goals.

Evidence of Progress for 2010-2011:

- The Evening MBA Program continues to be recognized for the quality of the degree provided, as reflected in *U.S. News and World Report's* 2012 ranking of Kelley's Evening MBA Program as number 11 in the country and number 5 among public institutions. Exit surveys indicate that the reputation of the Kelley brand is the primary reason students choose to come to the Evening MBA Program. Exit surveys also generally indicate satisfaction with the quality of the program experience, with 90% of May graduates indicating they would choose the Evening MBA Program again.
- For the first time, the Kelley Evening MBA program was included in the biannual Bloomberg BusinessWeek rankings of part-time MBA programs. The program ranked #4 nationally for Academic Quality and earned a grade of A+ for Teaching Quality and Curriculum.
- The Evening MBA Program had a total enrollment of 349 over 2010-2011.
- A total of 159 students graduated with a Kelley MBA from the Evening MBA Program during the 2010-2011 academic year (including August 2011 graduates), the largest number of graduates in a single year.
- After two years of falling enrollments we have stabilized admissions and realized a slight increase in admissions for fall 2011.

Activities planned for 2011-2012:

- Revised incentive policy for external research funding to further encourage and promote faculty to pursue external grants.
- 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 central Indiana based business research education institution, 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 pursuit of funding for the Crossroads Center for global Supply Chain, which will have a significant research component.
- 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 2012, hire three new tenure track faculty members in accounting (replacing 2 existing positions, net new 1 position) and hire one new tenure track faculty member in management (net new 1 position).

☑ **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 2010-2011:

- The MSA Program completed its twelfth full year of operations with the graduation of the class of 2011 (academic year 2010-2011). The fall 2007 class was the last to graduate with the Master of Professional Accountancy degree. Beginning January 2008, the name of the program changed to the Master of Science in Accounting. In 2000, the program graduated 10 students while in 2001 that number increased to 30 students. The graduating class of 2010/11 numbered 55.
 - An outgrowth of the MSA was creation and development of a proposal for the creation of a Master of Science in Taxation (MST). The program was approved by the university in May 2008 and was awaiting approval by the Indiana Commission for Higher Education (ICHE) in 2008-2009. It was approved in 2009 and began admitting students in the spring semester of 2009. This program is the only one of its kind in the state of Indiana. By having an MST, 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 (3) graduated from this program in 2010/11.
 - The goal of MSA program is to maintain its enrollments at the current level, graduating between 60 and 80 per year.
 - The MST program is in its infancy. The long-term goal of the MST program is to graduate between 40 and 50 per year.
 - To maintain and increase enrollments, the programs are involved in a number of activities, including sponsorship of programs with the Indiana CPA Society.
 - MSA and MST programs were represented at several recruiting events delivered throughout the state as well as graduate educational fairs at Purdue, DePauw, Rose-Hulman, Ball State and IUPUI.
 - MSA and MST programs were also well represented at numerous on-site education fairs at area companies including Cummins, Anthem, Firestone, DFAS, and Brightpoint as well as at several IUPUI graduate office recruiting events in Indianapolis.
 - The MSA program continued to partner with Becker CPA Review to develop an intensive CPA review course.
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Evidence of Progress for 2010-2011:

- Students matriculating into the MSA class in fall of 2010 and spring 2011 remained strong. A total of 152 new students enrolled at IUPUI. Of these students, approximately 35% are international students and approximately 50% are full-time students.
- The MST program started enrolling students officially in the fall of 2009. In fall 2010 and spring 2011 18 new students enrolled in the program.
- The strength of the MSA program and its outreach to the community enabled the school to secure funding for a faculty fellowship from the accounting firm of Katz Sapper Miller. William Kulsrud was the recipient of this fellowship.
- The MSA Luncheon Speaker Series sponsored by the MSA Student Association continued this year with a number of luncheons and special events. The MSA program held a newly developed orientation program for new students in

Activities planned for 2011-2012:

- Explore the possibility of offering a 4 + 1 program to current Kelley accounting undergraduate students.
- Continue to improve the MSA and MST websites to provide more details about the program to enhance recruiting value.
- Increase advertising for the MSA and MST programs to enhance awareness, student recruitment and placement.
- Identify additional regional universities to recruit students from, 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.
- Develop a student exit survey
- AACSB assessment – This year learning goals were established for both the MSA and MST program. In the coming academic year course embedded measurements will be complete.

☑ Undergraduate Program

Campus Planning Theme: Teaching and Learning

Secondary Goals:

Sub Unit:

Time Frame:

Actions taken for 2010-2011:

- The Career Planning Office increased marketing of student services through the use of TVs, student ambassadors, social media sites, and multiple online newsletters.
 - The Career Planning Office 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 new Chair of Business Administration at Ivy Tech (Central Indiana), Marva Hunt to continue communication of 2 + 2 articulation agreement (AS in Business Administration)
 - International Experience – In Summer 2011, we had one student participate in the University of Strasbourg College of Management International Summer School.
 - Two Academic Advisors were hired – one in fall 2010 and one in spring 2011.
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Evidence of Progress for 2010-2011:

- During the 10-11 academic year, the Career Planning Office has logged more than 1,500 email and telephone counseling sessions, as well as 651 in-office appointments.
- The Kelley School of Business Indianapolis has established an international, academic partnership with Sun Yat-sen,

one of China's top universities. The "2 plus 2" program allows Chinese students to study at Sun Yat-sen for two years and finish their degrees with two years of study at Kelley. Up to 25 Chinese students will begin studying at IUPUI in fall 2012, enriching students' experience and exposing them to real-world global perspectives.

- In fall 2010, Kelley Indianapolis offered its first section of the hybrid I-Core, Kelley's marquee core classes combining best practices in marketing, operations and finance. The change allows students and faculty to meet in class twice a week, and a third meeting is conducted through online delivery and other learning technology. The online methods used various technologies to reach students and provide resources and materials. The preliminary response from students and faculty has been positive, with both groups reportedly enjoying the interactivity and mix of in-class and online sessions. For those students who attended the evening I-Core classes, the hybrid format allowed them to better balance their personal and professional lives, thereby increasing retention of knowledge and satisfaction with classes.
- We expanded service learning opportunities for students. Ten groups of undergraduate, marketing students worked with area non-profits to produce marketing campaigns either to increase membership or fund-raising. The teams worked independently with leaders of local non-profits to develop the plans and facilitate the strategies. In total, nearly \$5,000 was raised, and an additional 700 donors were identified through their efforts. The Little Red Door Cancer Agency indicated the class efforts might have saved lives, as several women sought free mammograms as a result of the students' campaign
- In an effort to reach and engage more alumni connected to Kelley Indianapolis, the school created the Young Alumni Council, which met for the first time in January 2011. More than a dozen new alumni comprise the council, which will work on professional development, educational and social opportunities for the many alumni who live in the Indianapolis area.
- Worked with IUF Telefund a scholarship appeal was made to request support for the KSBI general scholarship fund. \$37,542.81 was raised from 55 gifts.
- 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.
- Professor Todd Roberson, Lecturer in Finance, was awarded a fellowship to work with administration at IPS Northwest High School to expand and improve Business Magnet.
- 9 Kelley Indianapolis students were named to the IUPUI Top 100 (out of approximately 30,000 students). This is a notable achievement since Kelley Indianapolis only represents 6% of the IUPUI student body. Two Kelley Indianapolis students, Ryan Burke and Matthew Southern, were recognized in the Top 10.
- 95.0% of our seniors would recommend us to a close friend or relative
- In 2010 – 2011, 24 students in the Ivy Tech/Kelley articulation agreement were admitted to Kelley. In 2009 – 2010, 11 students were admitted.

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)

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%

UNDERGRADUATE JOB PLACEMENT SUCCESS

2005 full-time jobs: 90	internships: 112
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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: 366
2005 – 2006: 358
2006 – 2007: 335
2007 – 2008: 326
2008 – 2009: 343
2009 – 2010: 339
2010 – 2011: 390

Activities planned for 2011-2012:

- Expand X320 Career Planning curriculum to include hybrid course availability
- Collaborate with other academic units to offer additional traditional and virtual career fairs to target an expanded range of employers
- Collaborate with our new Honors College and other academic units to leverage IUPUI honor students and Kelley Indianapolis honor students to begin national recruiting program.
- 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 Indiana University's revisions to General Education requirements, pending revisions to the Kelley Bloomington Undergraduate Program, and Senior Exit Survey results.
- Complete the process to approve Security Management certificate for SPEA and Kelley students.
- 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 state-wide high school conferences (BPA, DECA)
- Coordinate recruitment efforts- local, national, and international - with IUPUI Admissions Office
- International Experience – In Summer 2012, we will again offer the opportunity for two students to study for four weeks at the University of Strasbourg College of Management International Summer School.
- Redesign undergraduate website and marketing materials.

Improve School Operations



Campus Planning Theme:

Secondary Goals:

Sub Unit:

Time Frame:

Actions taken for 2010-2011:

Physical space continues to be a major challenge for Kelley Indianapolis. We lack space for staff and faculty. Currently, due to a lack of space in the staff area we have two staff members in offices with the faculty. This reduces the efficiency

and communications of our staff area. The space that we built out for the faculty will be completely filled with the additional staff and faculty members that will be added by fall 2012. In the 2009-2010 academic year, relocating our External Affairs staff. In 2010-11 we rearranged existing space to create five additional faculty offices on fourth floor of the BS building. 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. This has seriously reduced connections and control of these programs. These issues have been a challenge to best practices. Ability to continue to meet new market needs


Evidence of Progress for 2010-2011:

- 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. 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. Expansion under the building is the best option to meet future needs.
 - Academic advisors Maureen Kinney and Jamie Clougher were selected by the National Academic Advising Association to present at the association's national conference, where they spoke about the school's business learning community. Fondly known as the "Road Trip" course, X103 immerses first-year students in leadership activities, visits with local companies and a community-based service project. The course provides first-hand exposure to work environments and industries connected to majors in the school. Kinney and Clougher shared **best practices** and resources to help other universities establish similar programs at their own institutions. Kinney also serves the school as director of undergraduate programs.
 - We changed from a part-time Director of Career Planning Office to a full-time Director. This will enhance our outreach into the community to enhance career opportunities for our students.
 - A new position was created for Assistant Director of MBA Admissions and Advising. This addition will allow us to provide greater advising services to our MBA and MSA/MST students, as well as provide more individualized attention to prospective students during the recruiting process.
 - A new faculty chair position was created for the development of new graduate program offerings.
 - A new position of database/web technician was created.
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Activities planned for 2011-2012:

- Reevaluate and redesign the Kelley Indianapolis website to create a more user-friendly, interactive site
- Revise and redesign all printed recruiting material for all of the academic programs.
- Explore additional online career resources for incorporation into X320 and the website to improve accessibility of information.
- A new faculty position of Graduate Program Coordinator is being created to provide increased professional development and career advising services to MBA students.
- Redesign undergraduate website and marketing materials.
- Revamp undergraduate online advising to utilize more interactive technology

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.

Campus Planning Theme: Research, Scholarship and Creative Activity

Secondary Goals:

Sub Unit: None

Time Frame: On-going

Actions taken for 2010-2011:

- Hired one new tenure track faculty member in marketing (replacing 1 existing position)
 - Continued to provide internal financial support for faculty research through summer research grants and a teaching load reduction program for active publishers
 - Continued to support an active Kelley Indianapolis Colloquium series.
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Evidence of Progress for 2010-2011:**1. Number and Quality of Publications in Top Research Journals.**

- 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.

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.

- 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.

- 2010-11: XX total, XX of which were recruiting
- 2009-10: 18 total, 14 of which were recruiting

2007-10: 18 total, 14 of which were recurring

2008-09: 7

2007-08: 5

2006-07: 6

2005-06: 7

2004-05: 6

5. Faculty Received Research Awards/Grants in 2010.

- Professor of Marketing **Dena Cox** received a \$99,600, two-year research grant from Merck to study factors influencing young women's adoption of the HPV vaccine. This work reinforces the efficacy of targeted messaging and may transform the way health care providers present information and communicate with their patients. Ultimately, the results of this study will have a real impact on public health, as more than 80 percent of U.S. women will have contracted HPV, the virus which may cause cervical cancer, by age 50. Cox is the principal investigator. Her co-investigators are **Tony Cox**, professor of marketing, and Gregory Zimet, professor of pediatrics in the IU School of Medicine.
- National Institutes of Health (NIH) Research Grant Funded, 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.
- Private Company Research Grants Funded, Merck & Company Research Grant, Title: The Effect of Two Interventions on HPV Acceptance Among Minority Women, Investigators: **Dena Cox (PI)**, **Anthony D. Cox**, \$79,410 over the period June 2008 to June 2010.
- , **Principal Investigator**, "Building a Total Cost of Ownership Scorecard from the Customer" **Vicki Smith-Daniels** www.scmatrix.org/HealthCommunication
- **Saxton, M. Kim and Todd Saxton** (forthcoming), "Venture Launch And Growth As A Status-Building Process" in Jone L. Pearce (ed) *Status, Organization and Management*, Cambridge University Press.
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- Danis, W. M., D. S. Chiaburu, & **M. A. Lyles**. Coevolution of managerial behavior and firm strategy during institutional upheaval: A Study of entrepreneurs in a transition economy. *Journal of International Business Studies*.
- **Powell, Philip T.** and Ron Laufer, 2010. "The promises and constraints of consumer directed healthcare," *Business Horizons*
- **Christe, B., Cooney, E., Rogers, R.** "Analysis of the impact of a radiofrequency identification asset-tracking system in the healthcare setting," *Journal of Clinical Engineering* (2010), 35(1), pp. 49-55
- Forthcoming, 2010: Monsen, E., Patzelt, H. & **Saxton, T.** Beyond simple utility: Incentive design and tradeoffs for corporate employee-entrepreneurs. *Entrepreneurship Theory and Practice*

- V. Smith-Daniels "Influence of the Decision Sciences Journal: Retrospection and Prospection," *Decision Sciences*, Vol 41, No. 4, (2010).
- A. L. Ostrom, M. J. Bitner, S. W. Brown, K. A. Burkhard, M. Goul, V. Smith-Daniels, H. Demirkan, and E. Rabinovich, "Moving Forward and Making a Difference: Research Priorities for the Science of Service," *Journal of Service Research*, (2010).

7. Chairs, Professorships, and Faculty Fellowships.

In fall 2011, of 27 Kelley Indianapolis tenure track faculty members,

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

8. Media Exposure:

We had over 60 media hits highlighting the expertise of the faculty

Activities planned for 2011-2012:

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- Revised incentive policy for external research funding to further encourage and promote faculty to pursue external grants.
- 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 central Indiana based business research education institution, 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 pursuit of funding for the Crossroads Center for global Supply Chain, which will have a significant research component.
- 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 2012, hire three new tenure track faculty members in accounting (replacing 2 existing positions, net new 1 position) and hire one new tenure track faculty member in management (net new 1 position).

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 2010-2011:

- 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 help with the high school pipeline development of diverse students into Kelley.
- Continued working with Ivey Tech through our articulation agreement to enhance recruitment of minority students. Attended the Indiana Black Expo where prospective students learned about Kelley Indianapolis and Bloomington

programs.

- In fall 2010 a Citizens Energy Scholarship was offered that covered tuition and room and board for a minority student.
- Continued working through the Women's MBA advisory board to increase the percentages of women in our MBA program. Met with the Indianapolis Chapters of the National Society of Hispanic MBAs and the African-American MBA society to let them know of the opportunities at Kelley for both graduate and undergraduate business education. Met with the Indianapolis Chapter of 100 Black Men to discuss working together to provide business education opportunities to high school students who are interested in business.
- Sponsored tables at the Martin Luther King Celebration and Cesar Chavez Celebration dinners.
- Another School aim regarding our involvement was to better promote higher educational aspirations for those students and families. We shared involvement in these Latino-related activities:
 - o Hosted approximately 65 high school students for an orientation to business and Kelley Indianapolis. It was part of the annual, summer, National Society of Hispanic MBA's (NSHMBA) event.
 - o Supported the Indiana Latino Institute (ILI) in its 3rd year plans for Educational Fairs for area high schools, such as Ben Davis and George Washington Community High School Education Fairs.
 - o Hosted a meeting with members of the local chapter of ALPHA, (Association of Latino Professionals in Finance and Accounting) and NSHMBA to foster a greater sense of partnership and mutual benefit on behalf of our students.
 - o In like manner, we have worked with local chapters of 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

Evidence of Progress for 2010-2011:

Increased the diversity of our leadership team the undergraduate chair for the 2010-11 academic year is an African American female.

- Undergraduate programs, we decreased in minority diversity, but increased slightly in gender diversity and had a large increase in international diversity.
- For MBA programs, we maintained gender, minority, and international diversity. The Women's MBA advisory board is active and working on enhanced recruitment in this area.
- MSA/MST reports a 56% female, 17% minority, and 30% international student makeup.

Kelley Diversity Program: 3-Year Trends

	2008 Fall	2009 Fall	2010 Fall
Undergraduate Student Racial/ Ethnic Composition*			
Diversity Students***	181/18%	177/17%	169/15%
African American	85/8%	67/7%	68/6%
Asian/Pacific Islander	63/6%	70/7%	57/5%

Latino/Hispanic	30/3%	38/4%	44/4%
Native American	3/.3%	2/.2%	0/0%
Alien Status	46/5%	58/6%	72/7%
All Other	790/78%	785/77%	827/75%
Not Responding to Race/Ethnicity Question	1/1%	1/1%	29/3%
Female	459/45%	411/40%	448/41%
International	77/8%	104/10%	146/13%
Visa	23/2%	40/4%	71/6%
Total Count	1018	1021	1097
MSA / MST Graduate Student Count****			
- Diversity Students*****			
- African American	21/19%		
- Asian/Pacific Islander		43/20%	38/17%
- Latino/Hispanic	7/6%		
- Not Responding to Race/Ethnicity Question		24/11%	22/10%
- Female	21/19%		
- International		39/18%	33/15%
- Visa	0/0%		
- Total Count		4/2%	5/2%
	23/21%		
		34/16%	37/17%
	66/59%		
		123/57%	123/56%
	45/40%		
		72/33%	66/30%
	37/33%		
		56/26%	53/24%
	112		
		215	218
MBA Graduate Student Count****			
- Diversity Students*****			
- African American	30/10%		
- Asian/Pacific Islander		55/16%	54/15%
- Latino/Hispanic	15/5%		
- Not Responding to Race/Ethnicity Question		19/5%	14/4%
- Female	24/8%		
- International		46/11%	46/13%
- Visa	6/2%		
- Total Count		9/2%	8/2%
	41/14%		

	41/14%	57/14%	41/12%
	79/27%		
		113/28%	100/28%
	46/16%		
		75/18%	54/15%
	22/8%		
		34/8%	30/9%
	289		
		410	351

Activities planned for 2011-2012:

- Undergraduate: Visit area 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 Vertner 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. We are in the process of hiring an individual who will serve as director as part of their service load for this important role.

Fiscal Health

Reallocation Plan

Other Question(s)

1. What changes are you seeing in the characteristics of incoming and returning students, and how are you preparing these students to meet the changing needs of the future workforce?

Undergraduate: The undergraduate student population is younger (non-traditional students 25 and over have decreased from 33% of population in 2007 to 31% of population in 2011), includes more full-time students (74% in 2007 and 77% in 2011), has more international students (3% in 2007 and 12% in 2011), and has more community college transfer students (11 students in 2009/2010 and 27 in fall 2011). As a response, we are offering more day classes, moving our honors program from an evening program to a daytime program, dedicating an advisor to international students, and dedicating a staff member to transfer student advising and recruitment. To increase communication with University College students we also created a dedicated OnCourse site for University College pre-business students. This has increased our ability to efficiently advise students and increase communication with pre-business students. We have also created a parallel site for business majors, to enhance communication, access to resources, and increase the efficiency of advising.

Graduate: Due to the current recession and challenging job market our MBA and MSA graduate students are demanding

additional professional development and career planning resources. Historically, a majority of our MBA students' educational costs were funded by their employers. Since 2009 the percentage of students paying a majority or all of their educational costs themselves has increased dramatically. With this increase has come the expectation that the school will provide them with resources to help them secure career advancement opportunities upon graduation. Kelley has responded by enhancing our professional development and career planning offerings. We have offered new workshops and hired additional staff to serve as advisors and coaches.

We are seeing an increase in MBA students' interest in the growing fields of supply chain management and the life sciences. In response to this we have added additional elective courses in these subject areas to better prepare students for the growing job opportunities in central Indiana in these fields.

Most of our graduate students are working full-time and are engaged in significantly more travel than we saw just then years ago. As a result they are demanding increased flexibility in course delivery to fit the demands of their increasingly busy work and personal lives. In response to this need, Kelley has increased the number of courses we offer our graduate students in a hybrid or completely online format. For fall 2011 we officially transitioned our MBA core to a hybrid delivery format.

New Programs: Enrollments in working professional graduate programs at Kelley Indianapolis have been decreasing due to current economic conditions, increased competition, demographic trends and technological changes. At the same time nationally we see that weekend, online, and blended programs are enrolling a greater number of students. We also are beginning to see a growing number of Indiana working professionals enrolling in such programs outside of Indianapolis. Just as important, specialized MBA and MS programs are experiencing increased demand throughout the US. These trends may suggest that new graduate business programs are needed that provide direct value to central Indiana businesses and provide unique skills for graduating business students. Central Indiana has several important industries including health care, information technology, life sciences, manufacturing, entrepreneurship, and supply chain/logistics. To meet the changing needs of these industries over the next decade, Kelley Indianapolis is exploring new specialized degrees and certificate programs that align with central Indiana's economic environment and build on employers' needs over the next decade.

2. What are your plans for any surplus amounts in your fund balance?

This year's surplus is temporary. We anticipate substantial decreases in enrollment in our traditional undergraduate program and in our traditional face-to face evening MBA program. The number of students in both of these programs is expected to decrease this year and next year resulting in a loss of \$672,000 in undergraduate tuition and a loss \$504,000 in graduate tuition. In addition, after this first year the undergraduate summer tuition program will reduce revenues by \$418,000. Campus assessments on the business school are estimated to increase by \$600,000 per year. This year, we were fortunate to be able to run the undergraduate program at near maximum capacity. This drop in the number of students is due to dramatically increased competition in our market plus the national and local demographic trends. The long run estimated decrease in annual cash flow may be as high as \$2,194,000.

The existing surplus will be used judiciously to build a cushion through what are expected to be several lean years for the business school as we transition new programs into place to expand our market opportunities. The surplus will also be utilized to increase recruitment for existing programs and expand new programs at both the undergraduate and the graduate level. At the undergraduate level, we are evaluating a new certificate in entrepreneurship that should enhance recruitment, expand opportunities for students outside the business school, and improve connections with the Indianapolis community through interaction and economic growth. Small business is an important driver of economic growth. In the graduate area, we are investing in new programs that will grow our enrollments. We see increased demand for weekend, online and blended programs that will enroll a greater number of experienced and savvy central Indiana working professionals into specialized MBA and MS programs, similar to ones experiencing increased demand elsewhere in the US. To meet the changing needs of these industries over the next decade, Kelley Indianapolis is exploring new specialized degrees and certificate programs that align with central Indiana's economic environment and build on employers' needs over the next decade.

With the decreasing enrollments and the redesign of our MBA program, we will have greater classroom capacity in which we can offer new graduate programs. However, to do this we will need to significantly renovate our classroom facilities to continue to attract students and address facility issues that resulted in a low ranking in the recent Bloomberg-Business Week survey. Development of a new program requires investment in the early years to bring in the sufficient resources and establish the reputation and knowledge of the program. Surpluses will be used to offset costs while programs are ramping up to their target enrollment levels.

3. What are your short-term and long-term plans for ensuring adequate facilities to meet your mission? To what extent are on-line and/or hybrid courses a useful strategy in addressing any anticipated space constraints?

Online and hybrid courses are playing a vital role in our current and in the future of all graduate business programs across the country. A majority of our students are part-time students who increasingly demand the flexibility and convenience that online and hybrid course delivery provides. Currently, some of our courses in our MBA, MSA, and MST programs are hybrid or online. Our intention is to increase the number of such courses substantially in the coming years. Online and hybrid course offerings are also increasing in the undergraduate program. We currently offer an online Business Certificate and have begun experimenting with more hybrid courses for our bachelors program. While driven by student demand, the hybrid offerings increase the utilization of classroom space and place greater importance on the need for increased office space for additional faculty and staff as well as for growth in the technological support that will be required for future expansion of such programs. Due to the diverse pedagogical methods, working professional graduate programs have different space needs beyond the traditional lecture-based classroom. The current facilities need to be better aligned with the needs for collaborative learning, peer-to-peer class discussions, and technology-enhanced face-to-face learning. Short-term goals include the renovation of 2nd floor classrooms (2001, 2003, 2005, and 2007) in summer 2012 to include new technology, improved lighting and sound, and possible reconfiguration of furniture to improve student-teacher interaction. We plan to evaluate renovation of several large classrooms on the 3rd floor to create flexible educational environment.

Space constraints have limited the ability of the Kelley School Indianapolis to expand over the last several years. Within our existing building we have converted every space possible into faculty and staff offices. All of these offices will be occupied during the fall 2012 semester. To alleviate these capacity constraints we have requested permission to build on the first floor under the business building that is open air space. This would increase the building by 10,000 gross square feet and would allow the school to expand opportunities and future program growth.

4. What marketing strategies/materials are you planning to develop/disseminate during the coming year?

- a. Who is the intended audience for each?
- b. What do you hope to accomplish with this strategy with this audience?
- c. How much are you planning to spend for each strategy?
- d. How will you tell if your expenditure was worth your investment? [Provide return on investment (ROI) data for past expenditures, if available, and plan to track ROI in the future.]

In the earlier section of the Internal Annual Report, we have provided extensive information on the Office of External Affairs that includes our marketing initiatives. To highlight two recent initiatives, we are in the process of updating and redesigning our website to increase its usefulness as an external marketing tool. Social media, such as Facebook, Twitter, and blogs are being actively used to enhance communication of the school events and programs. This has helped us engage prospective students, current students, and alumni. To maintain consistency of our branding across campus and between programs our faculty and staff are participating in a branding initiative that will help communicate the Kelley brand in a more consistent fashion and enhance our outreach. To provide a specific example of one of our outreach programs, we are focusing on informing working accounting professionals about the graduate program opportunities available at Kelley Indianapolis. We will be using direct mail communications 3 times, per year, electronic communications 4 times per year, and sponsorship of professional accounting organizations and events. To measure the success of these programs we will use pre- and post-campaign surveys to measure awareness levels and influence of messages, clicks to unique web page, number of web inquiries, number of interest cards received (via sponsorship booth), and e-communications opened and click rates.