

**Notes: Joint Meeting of the FC Budgetary Affairs Committee (BAC) and Planning Committee
Thursday November 17, 2005**

BAC Members Present: Edward Berbari, Benzion Boukai, Randall Halverson, Jacquelynn O’Palka, Anthony Cox

Purpose of the Meeting: To discuss matters considered by members of the two committees last year as well as to look ahead to upcoming planning and budgeting issues.

IUPUI Chancellor Charles Bantz

Chancellor Bantz began his comments by referring to the new campus Mission Statement, approved by the IU Trustees in November 2005. He noted the significance of the document mentioning IUPUI as both a research campus and as a health sciences campus. He indicated that the goal of the campus to be one of the top ten in medical science nationally despite its smaller overall size compared to some universities or campuses with comparably sized medical facilities. He noted the significant campus achievements of programs and degrees granted in professional programs. Bantz pointed out that although the number of PhD’s granted is relatively small for a campus of this size with a research mission, medical programs traditionally do have fewer PhD’s produced per faculty member. The number of PhD’s being granted is expected to rise with a joint MD/PhD program, and increases are also expected from disciplines such as Social Work and Philanthropic Studies. Bantz stressed the importance of adding new programs strategically, keeping the campus mission in mind.

A handout was provided, showing a model which includes the state’s economic goals as well as the three Doubling Initiative goals and their corresponding objectives.

Chancellor Bantz described a vision for the campus to make strategic investments to build (and fill gaps in) infrastructure for priority areas relevant to the campus mission. He noted that RCM helps the campus to accomplish this objective by decentralizing decision-making. In this fashion, individual units can make more effective strategic decisions. He also pointed to programmatic strengths, which have been augmented through efforts such as the Chancellor’s Reallocation Program and Commitment to Excellence investments. A number of initiatives were cited as providing evidence that the goal for the campus to achieve a national reputation as a “destination campus” for undergraduate programs in health education is realistic:

- Bioengineering
- Bepko Scholars and Fellows
- Forensics
- Lee’s program; in which 1st year students work on campus in labs
- Excellence in undergraduate education, including life sciences programs
- Effectiveness of Nina Mason Trust funding; it may be appropriate for the campus to provide additional funding for the Nina Mason projects
- Study Abroad
- Student Center; to increase space for student collaboration

In regard to addressing gaps in campus infrastructure, Bantz noted as unacceptable the current potential loss to the campus and to Central Indiana of 500 well prepared medical science students, the number of applicants who exceed the 200 slots available each year in nursing. These students should have the option of “fall back” health science degree programs to pursue.

The campus provides about \$6 million per year in all forms of student aid. This is an exceptionally small total for a campus of our size. There are negative implications in the fact that our students work too much.

Increasing external fund raising to increase student scholarship funding should be a priority.

The population of the state sees IUPUI as an important element for the state in finding solutions for its economic challenges. Since the state may face a deteriorating fiscal picture, the campus needs to hold some cash in reserve. The Fiscal Futures group (Strategic Priorities and Resource Task Force) will start its work by reviewing the deans (Dean's Subcommittee of Budget Issues Confronting IUPUI) report regarding the campus' structural deficits.

Executive Vice Chancellor William Plater

Exec. V. Chancellor Plater pointed out the importance of the new mission statement and the doubling initiatives for the campus in guiding strategic decisions. He noted that it is important to leverage current and past Commitment to Excellence (CTE) investments as a platform for additional growth. He commented on the role of the Fiscal Futures task force in improving efficiencies and to establish priorities and noted that the FC BAC and Planning Committees are important as the campus strives to work together effectively. He concluded that the campus has come a long way in recent years: the number of students coming from the bottom one-third of their graduating classes is now smaller than the number coming from the top 10%.

Additional Discussion

BAC member Edward Berbari asked if it would be possible to work through the state legislature to raise the level of per student funding in its funding model, which currently provides fewer dollars per student compared to other publicly funded Indiana campuses. Chancellor Bantz answered that a great effort was recently made to do this, but it does not seem likely given the state's political realities. However, he noted a sign of progress in the fact that the campus experienced relatively smaller cuts in funding compared to other public campuses. Compared to Indiana State, which has traditionally been well funded, IUPUI had a relatively smaller cut in funding for this biennium, for the first time.

Vice Chancellor for Administration & Finance Bob Martin commented that to raise the per capita funding per IUPUI undergraduate student to the average for the rest of the state would require \$65 million and is unlikely to occur. Given the state's financial position, Chancellor Martin is concerned that the campus may not even be able to achieve its projected zero growth budgets. While instituting the recent 4.2% cut in base funding, the legislature did provide more funding for institutions with research missions.

V. Chancellor Plater indicated that the 4.2% cut in base funding was used to fund programs to promote research and enrollment growth. He pointed particularly to the need to provide educational programs to Indiana resident adults, indicating that the state ranks 47th in the nation in terms of per capita bachelor degrees. By 2010, it is expected that the state will lag the national norm by 140,000 for adults with college degrees, an outcome that IUPUI can help to mitigate.

Chancellor Bantz and V. Chancellor Martin observed that the campus does an in-depth review every five years. The next review will be in 2006. The campus may need to look at RCM at that time, focusing on targeting discretionary funds toward the campus' priority needs.

The group had additional discussion regarding ways for campus units to collaborate internally in order to achieve goals such as the undergraduate health sciences degree. Colorado State was cited as an example of an institution which collaborated effectively during a reorganization effort, thus minimizing internal competition for resources. BAC member Berbari noted the recent IUPUI achievement of the integration of high performing students into disciplinary programs. This accomplishment, achieved through the Bepko Scholars Program and other efforts, was cited as important in order to improve student retention.