Mission

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

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

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

Astrid E. Merget, Dean

September 2002

Goals and Objectives

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

- Build pride in and allegiance to SPEA among students, alumni, staff, and faculty
  
  Campus Planning Theme: Teaching and Learning, Research, Scholarship and Creative Activity, Civic Engagement

  Secondary Goals:

  Sub Unit:

  Time Frame: Academic Year 2004-2005

Actions taken for 2003-2004:

Evidence of Progress for 2003-2004:

Activities planned for 2004-2005:

- Develop innovative connections among service, research, and teaching
  
  Campus Planning Theme: Teaching and Learning, Research, Scholarship and Creative Activity, Civic Engagement

  Secondary Goals:

  Sub Unit:
Time Frame: Academic Year 2004-2005

Actions taken for 2003-2004:

Evidence of Progress for 2003-2004:

Activities planned for 2004-2005:

☑ Recruit faculty to strengthen programs in public affairs, nonprofit management, criminal justice, and health administration
Build pride in and allegiance to SPEA among students, alumni, staff, and faculty

Campus Planning Theme: Teaching and Learning, Research, Scholarship and Creative Activity, Civic Engagement
Secondary Goals:
Sub Unit:
Time Frame: Academic Year 2004-2005

Actions taken for 2003-2004:

Actions during the 2003-2004 academic year and fall 2004 included:

SPEA commenced searches for four new faculty members in criminal justice, health administration, public finance, and economics and for a lecturer in public affairs.

Evidence of Progress for 2003-2004:

SPEA successfully completed three of five searches, continued one, and discontinued the fifth (for the economist) for fiscal and budgetary reasons.

David Handle, formerly Chief Operating Officer of Clarion Health Services, was recruited as SPEA IUPUI's second clinical faculty member and will serve as Director of the Master of Health Administration Program.
Alfred Ho, formerly with the Department of Political Science at Iowa State University, joined SPEA IUPUI as an untenured Associate Professor with responsibilities for teaching in the MPA and BSPA programs and research responsibilities in the areas of public finance and performance budgeting. Professor Ho also will be affiliated with the Center for Urban Policy and the Environment.
Thomas Stucky, formerly with SPEA IPFW, joined SPEA IUPUI as an untenured Assistant Professor with responsibilities for teaching in the BSCJ program. His research interests are at the intersection of criminal justice and political science.

John Krauss, Director of the Center for Urban Policy and the Environment, was appointed to a joint clinical faculty position between SPEA and the School of Law. Professor Krauss became the first clinical faculty member or professor of practice at SPEA-IUPUI.

Key administrative appointments in the 2003-2004 academic year included:

Professor Greg Lindsey, Associate Dean, January 2004,
Professor Debra Mesch and Ingrid Ritchie, respectively, to serve as Directors of Graduate Programs and undergraduate Programs beginning in the 2003-2004 academic year.
Activities planned for 2004-2005:

- Develop focused, high quality undergraduate and graduate programs that gain regional and national recognition for SPEA IUPUI
- Collaborate in delivery of Bachelors of Science in Forensic Science

**Campus Planning Theme:** Teaching and Learning

**Secondary Goals:**
- **Sub Unit:** SPEA Faculty and Criminal Justice Curriculum Committee
- **Time Frame:** Academic Year 2004 -2005

Actions taken for 2003-2004:

Evidence of Progress for 2003-2004:

Activities planned for 2004-2005:

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

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

**Campus Planning Theme:** Teaching and Learning

**Secondary Goals:**
- **Sub Unit:** SPEA Faculty and Health Administration Curriculum Committee
- **Time Frame:** Academic Year 2004 -2005

Actions taken for 2003-2004:

Actions during the 2003 - 2004 academic year and fall 2004 included:

See actions to date Enhance Bachelors of Science and Public Affairs (BSPA) Program, regarding incorporation of Principles of Undergraduate Learning syllabi.

Evidence of Progress for 2003-2004:

See Evidence of Progress Enhance Bachelors of Science in Public Affairs (BSPA) Program, regarding placement of students among top 100

Students selected Ingrid Ritchie, an expert in environmental health, for undergraduate teaching award for full time faculty.

Activities planned for 2004-2005:

- Strengthen curriculum and revise course rotation, including requirements for practicum and internship
- Coordinate with Bachelors of Science in Health Services Management
Enhance Bachelors of Science in Criminal Justice (BSCJ) Program

Campus Planning Theme: Teaching and Learning

Secondary Goals:
Sub Unit: SPEA Faculty and Criminal Justice Curriculum Committee
Time Frame: Academic Year 2004 -2005

Actions taken for 2003-2004:

Actions during the 2003 - 2004 academic year and fall 2004 included:

See Actions taken to date, Enhance Bachelors of Science in Public Affairs (BSPA) Program, regarding incorporation of principles of undergraduate learning in syllabi.

The SPEA faculty approved a process to provide academic credit for graduates of the Police and Fire Science Academies upon matriculation at IUPUI and completion of a course. The Criminal Justice Curriculum Committee approved a new BSCJ concentration in Public Safety and Criminal Justice and will submit it to the SPEA faculty at IUPUI for approval.

Evidence of Progress for 2003-2004:

See Evidence of Progress to date, Enhance Bachelors of Science in Public Affairs (BSPA) Program, regarding incorporation of principles of undergraduate learning in syllabi.

Roger Jarjoura, a specialist in juvenile justice, won the Trustees Teaching Award

Activities planned for 2004-2005:

- Revise curriculum to include new focus on public safety and criminal justice
- Implement articulation agreements with Ivy Tech and with Police and Fire Science Academies
- Develop and post course rotation plan for students
- Assess delivery strategies for gateway course (J101) to achieve consistency in grade distributions for full time and associate faculty and to address issues related to DFW rates
- Specify learning outcomes for degree and capstone course

Enhance Bachelors of Science in Public Affairs (BSPA) Program

Campus Planning Theme: Teaching and Learning

Secondary Goals:
Sub Unit: SPEA Faculty and Public Affairs Curriculum Committee
Time Frame: Academic Year 2004 -2005

Actions taken for 2003-2004:

Actions during the 2003 - 2004 academic year and fall 2004 included:

As part of the faculty annual review process, faculty syllabi were reviewed to assess evidence of commitment to implementation of the Principles of Undergraduate Learning (PULs). Faculty annual reviews provided feedback to faculty on the need to link course objectives to the PULs in the syllabi.
Evidence of Progress for 2003-2004:

SPEA placed nine students among the top 100 at IUPUI in 2003-2004, including David Schwarz, who was selected top IUPUI male student.

Professor James Perry and Andrea Eickhoff reinvigorated the Indiana Leadership Program (ILP) for IUPUI undergraduate students. Students participating in the ILP met three times during the Spring 2004 semester with Governor Joe Kernan.

Activities planned for 2004-2005:

- Assess objectives and outcomes for courses, including gateway course (V170 Introduction to Public Affairs) and capstone course (V473 Management, Leadership, and Policy)
- Review and revise course rotation to meet student needs

Enhance Masters of Health Administration (MHA) Program
Campus Planning Theme: Teaching and Learning
Secondary Goals:
Sub Unit: SPEA Faculty and Public Affairs Curriculum Committee
Time Frame: Academic Year 2004-2005

Actions taken for 2003-2004:

Actions during the 2003 - 2004 academic year and fall 2004 included:

A new MHA Director was hired and begin work September 1, 2004. The MHA Director has applied to ACHESA, the accrediting organization, for a one year delay in the accreditation process to provide additional time for preparation. The MHA Director also has established a new advisory board that includes the CEOs of most of the major health care organizations and networks in Indiana. The Health Administration (HA) Curriculum Committee has begun review of the curriculum and is preparing for accreditation review. The HA faculty is considering a number of changes to the admission process to make the process easier for students, including acceptance of GMAT as well as GRE scores and clarification of rules for admission as an accelerated student.

Evidence of Progress for 2003-2004:

Students selected Ann Holmes, health economist, for graduate teaching award for full time faculty.

Activities planned for 2004-2005:

- Revise curriculum in preparation for ACHESA accreditation process
- Complete background studies for ACHESA accreditation process
- Coordinate admissions policy and other requirements with MPA program
- Revise accelerated masters program requirements
- Recruit new MHA director and strengthen linkages with the health care industry in Indiana

Enhance Masters of Public Affairs (MPA) Program
Campus Planning Theme: Teaching and Learning
Secondary Goals:
Sub Unit: SPEA Faculty and Public Affairs Curriculum Committee  
Time Frame: Academic Year 2004 - 2005

Actions taken for 2003-2004:

Actions during the 2003 - 2004 academic year and fall 2004 included:

Professor Michael Gleson led a committee of faculty in work to revise the MPA core to include a new course on leadership in a global society and to focus emphases on key competencies and professional practice throughout the curriculum. The restructured core will go into effect in the 2005-2006 academic year. Faculty members approved 14 competencies in five key areas (governance, strategic action and analysis, organization and management, globalization, and professionalism), and reviewed syllabi of core courses to ensure competencies are addressed. The Public Affairs curriculum committee has begun work to make sure course content is revised and competencies are delivered.

To prepare for accreditation review, the Associate Dean and the MPA Program Director participated in training sessions on accreditation at the NASPAA meeting in October 2004.

SPEA faculty completed work to offer both the public management and nonprofit management programs online (http://www.spea.iupui.edu/Online_Intensive/index.asp), and work to begin offering the MPA nonprofit management concentration completely on line beginning in the 2005-2006 academic year is ongoing.

The Public Affairs Curriculum Committee voted in November 2004 to recommend a joint SLIS degree-SPEA certificate program beginning in academic year 2005-2006.

Evidence of Progress for 2003-2004:

SPEA IUPUI’s goal to develop focused, high quality undergraduate and graduate programs that gain regional and national recognition is a long standing one. Our efforts to achieve this goal were recognized in the spring of 2004 when SPEA IUPUI had its best showing ever in the national rankings issued by U.S. News and World Report. SPEA IUPUI ranked 35th nationally, the first time the campus entered the top 50 programs. SPEA IUPUI’s program in nonprofit management ranked 4th nationally, and its program in criminal justice ranked 3rd nationally.

Professor Debra Mesch led a set of activities that are changing the face of graduate education in SPEA and on the IUPUI campus. She chaired the SPEA-wide committee that established a new competency-based framework for the MPA degree and chaired the committee that developed a new PhD program in Philanthropic Studies.

SPEA faculty and staff developed several new opportunities to engage students in public affairs. Associate Dean Greg Lindsey restructured the graduate capstone course in public affairs to include student projects for the Mayor of Indianapolis. In April, 2004, Mayor Bart Peterson attended class to hear presentations by eight student teams on local priority issues. Professor Sheila Kennedy arranged for graduate students to complete white papers for the City-Council in her class, Law and Public Affairs.

Although SPEA IUPUI historically has served a regional market, students from throughout the U.S. increasingly are seeking our program in nonprofit management. For example, about one-third (23) of our 67 active students pursuing the nonprofit management certificate are taking the certificate online. Ten of these students are from out of state. These data indicate potential to build enrollments in this program and to increase access to national markets.

Activities planned for 2004-2005:

- Implement new core curriculum in MPA program, including emphases on core competencies and creation of new course on governance in a global society
- Complete self-study for MPA accreditation process
Implement Bachelors of Science in Environmental Science (BSES) degree program

Campus Planning Theme: Teaching and Learning
Secondary Goals:
Sub Unit: SPEA Faculty
Time Frame: Academic Year 2004 -2005

Actions taken for 2003-2004:

Evidence of Progress for 2003-2004:

Activities planned for 2004-2005:
- Implementation of the BSES is on hold pending approval by the Higher Education Commission.

Elevate the quantity, quality, and influence of our scholarship

Conduct world-class research, scholarship, and creative activities, relevant to Indianapolis, the state, and beyond

Campus Planning Theme: Research, Scholarship and Creative Activity
Secondary Goals:
Sub Unit: SPEA Faculty
Time Frame: Academic Year 2004 -2005

Actions taken for 2003-2004:

Actions during the 2003 - 2004 academic year and fall 2004 included:

SPEA has begun development of indicators of research productivity as a foundation for efforts to elevate the quantity, quality, and influence of our scholarship. These data were shared with faculty and will be used in faculty development efforts.

Evidence of Progress for 2003-2004:

Table 1 summarizes faculty research productivity between 1999 and 2003. These data establish a baseline for future assessments of research productivity. Fifteen of 18 professors published refereed articles between 1999 and 2003; the mean publication rate during this period is one refereed article per year. Three professors published 18, 15, and 13 refereed articles, respectively, during this five year period. Six professors published book chapters, and four professors published or edited books. Fourteen professors published technical reports and articles, the mean publication rate for all faculty of 1.3 reports per year. Three professors published 24, 12, and 11 reports and professional articles, respectively. From year to year, the typical faculty publication rate is about one refereed article, one technical report, and one other publication of some type per year. SPEA faculty pursue different publication outlets: the three faculty with the most refereed articles, the three faculty with the most technical reports, and the faculty member with the most books are seven different people.

Table 1. Summary of faculty publications: 1999-2003
### Table 1. Summary of faculty publications, 1998-2003

<table>
<thead>
<tr>
<th>Faculty Group</th>
<th>Refereed Journal Articles</th>
<th>Book Chapters</th>
<th>Books</th>
<th>Technical Reports and Professional Articles</th>
<th>Other (Reviews, Editorials)</th>
<th>Total Publications</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. All tenure track faculty (n=21)*</td>
<td>92</td>
<td>20</td>
<td>14</td>
<td>118</td>
<td>23</td>
<td>267</td>
</tr>
<tr>
<td>2. Associate &amp; Full Professors (n=18)**</td>
<td>90</td>
<td>18</td>
<td>14</td>
<td>114</td>
<td>23</td>
<td>259</td>
</tr>
<tr>
<td>2a. Five year average</td>
<td>5.0</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2b. Annual average</td>
<td>1.0</td>
<td>0.2</td>
<td>0.8</td>
<td>6.3</td>
<td>1.3</td>
<td>14.3</td>
</tr>
<tr>
<td>2c. High</td>
<td>18</td>
<td>7</td>
<td>8</td>
<td>24</td>
<td>9</td>
<td>38</td>
</tr>
<tr>
<td>2d. Low</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>24</td>
<td>9</td>
<td>38</td>
</tr>
<tr>
<td>2e. Number &gt; 0</td>
<td>15</td>
<td>6</td>
<td>4</td>
<td>14</td>
<td>6</td>
<td>16</td>
</tr>
</tbody>
</table>

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Indicators of the quality of research by SPEA Faculty:


Professors Sheila Kennedy and Wolfgang Bielefeld completed a $900,000 study funded by the Ford Foundation to explore the effects of the charitable choice provisions of federal welfare reform. Their research results are among the first in the nation to systematically compare the effectiveness of programs delivered by faith-based and secular organizations.

Professor Ann Holmes was selected as a Co-investigator in an evaluation study for the Indiana Office of Medicaid Policy and Planning and the Indiana State Department of Health. The project, led by Professor Toni Inui of the Regenstrief Institute, will assess the states chronic disease management program.

Professor John Ottensmann was contracted by the Indiana Department of Transportation to customize his Land Use in Central Indiana (LUCI) model for the nine-county Central Indiana Suburban Transportation Mobility Study. He is customizing the LUCI model to provide land use forecasts that will be the basis for traffic flow modeling.

Professor Crystal Garcia was selected by the Indiana Criminal Justice Institute to serve as its Scholar in Residence and to lead research studies on equity in murder sentencing and to assess the effectiveness of community based consultants working for the Governors Commission for a Drug-Free Indiana.

Professor Samuel Nunn was appointed Research Director and Senior Scholar at the Center for Urban Policy and the Environment. Professor Nunn completed several analyses of investments in infrastructure, including a study of issues associated with the billion-dollar improvements in the Indianapolis Airport, that were widely reported in local media.

Professor Kerna Quinet was co-author of *The Will to Kill*, a book that explores the motivations and sociology of murder.

Professor Ann Chou received a multi-year appointment as a researcher in the Veterans Administration. This position will increase opportunities for collaboration with health services researchers in the medical school and provide greater access to federal research funding.


Professor Wolfgang Bielefeld and Adjunct Professor Dwight Burlingame were named co-editors of *Nonprofit and Voluntary Service Quarterly*, one of the most respected journals in the area of nonprofit studies.

Natalia Rekhter, a SPEA lecturer in health administration, earned her PhD in health administration and received an award from the Eli Lilly Corporation to pursue an IUPUI-Russian exchange program in health administration, management, and policy.

Associate Dean Greg Lindsey received a nationally competitive award from the Robert Wood Johnson Foundation to continue his research on greenways and the links between urban form and physical activity. Co-investigators from SPEA include John Ottensmann and Ann Holmes.

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**Activities planned for 2004-2005:**

- Clarify expectation for research

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

**Campus Planning Theme:** Research, Scholarship and Creative Activity

**Secondary Goals:**

**Sub Unit:** Director of Marketing and Recruitment

**Time Frame:** Academic Year 2004 - 2005

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**Actions taken for 2003-2004:**

Actions during the 2003 - 2004 academic year and fall 2004 included:

SPEA (through IUB) has engaged a consultant to assist with development of a new communications plan.

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**Evidence of Progress for 2003-2004:**

SPEA marketing staff has collaborated with SPEA staff at IUB to produce new publicity materials on SPEA research proficiencies that can be distributed to stakeholders.

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**Activities planned for 2004-2005:**

☑️ **Increase external funding**

**Campus Planning Theme:** Research, Scholarship and Creative Activity

**Secondary Goals:**

**Sub Unit:** SPEA Faculty and Staff

**Time Frame:** Academic Year 2004 - 2005

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**Actions taken for 2003-2004:**

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**Evidence of Progress for 2003-2004:**
Approximately half of SPEA associate and full professors have received external awards since 2001. Among the nine associate and full professors with awards, the average annual amount ranges from about $5,700 to $766,000. Current SPEA associate and full professors account for nearly two-thirds of awards to SPEA IUPUI since 2001, but only about 44% of total indirect cost recovery dollars. SPEA clinical faculty members and staff, mainly at the Center for Urban Policy and the Environment, typically receive awards that are accompanied by larger amounts of ICR revenues.

In 2003, SPEA faculty and staff initiated 27 sponsored projects, 19 of which were organized through the Center for Urban Policy and the Environment. The amount of these awards totaled $2.2 million. In the first 7 months of 2004, faculty and staff initiated an additional 11 projects, three of which were based at the Center. The total value of these awards was $1.1 million. Indirect cost recoveries for these projects totaled $249,000 in 2003 and nearly $59,000 in the first seven months of 2004. These totals indicate that external funding levels may drop in 2004, but action by the Lilly Endowment, Inc. on a refunding request for the Center is anticipated by December 2004.

Activities planned for 2004-2005:

- Improve the quality of administrative and support services for academic programs
- Implement new, university-wide SPEA governance structure, including new procedures and guidelines for faculty annual reviews (SPEA IUPUI faculty adopted a proposal in 2003-2004 to have a committee of full professors to review performance and make recommendations to the Associate Dean in place of review by faculty chairs).

  **Campus Planning Theme:** Teaching and Learning, Research, Scholarship and Creative Activity, Civic Engagement
  **Secondary Goals:**
  **Sub Unit:** SPEA Faculty
  **Time Frame:** Academic Year 2004 - 2005

Actions taken for 2003-2004:

Actions during the 2003 - 2004 academic year and fall 2004 included:

SPEA has convened a committee of full professors that will assume responsibility for annual reviews of faculty performance in the areas of research and public, professional service and for making assessments available to the Dean and Associate Dean. Members of the committee have reviewed new electronic faculty annual report forms to ensure that information relevant to reviews is included.

Evidence of Progress for 2003-2004:

Activities planned for 2004-2005:

- Implement new Electronic Faculty Annual Summary Report (EFASR) system.
- Increase core capacity of student services to support SPEA's mission, including new position descriptions

  **Campus Planning Theme:** Teaching and Learning, Research, Scholarship and Creative Activity, Civic Engagement
  **Secondary Goals:**
  **Sub Unit:** Associate Dean and Student Services
  **Time Frame:** Academic Year 2004 - 2005

Actions taken for 2003-2004:
Actions during the 2003 - 2004 academic year and fall 2004 included:

SPEA eliminated the position of Coordinator of Student Services and Assistant to the Graduate Program Director and created and filled a new position of Director of Student Services. The Associate Dean has initiated a review and redefinition of position descriptions in student services, including the positions for admissions, recording, advising, and programming.

Evidence of Progress for 2003-2004:

Activities planned for 2004-2005:

- Improve data management and reporting systems in Student Services
- Revise administrative procedures for internships to work with the Solution Center as well as the Career Center
- Recruit a new Director of Student Services and complete updating of student services position descriptions and structure

Integrate graduate and undergraduate curriculum committees

Campus Planning Theme: Teaching and Learning, Research, Scholarship and Creative Activity, Civic Engagement
Secondary Goals:
Sub Unit: Associate Dean and SPEA Faculty
Time Frame: Academic Year 2004 -2005

Actions taken for 2003-2004:

Actions during the 2003 - 2004 academic year and fall 2004 included:

Faculty graduate and undergraduate curriculum committees have been combined to overcome obstacles posed by small numbers of faculty associated with individual degree programs and to facilitate coordination of degree programs, including accelerated masters programs.

Evidence of Progress for 2003-2004:

Activities planned for 2004-2005:

Strengthen development program to generate endowments for student scholarships and, in the long term, faculty chairs

Campus Planning Theme: Teaching and Learning, Research, Scholarship and Creative Activity, Civic Engagement
Secondary Goals:
Sub Unit: Director of Development
Time Frame: Academic Year 2004 -2005

Actions taken for 2003-2004:

Actions during the 2003 - 2004 academic year and fall 2004 included:

SPEAs Director of Development has documented progress in fund-raising and begun preparation of a new development plan.
Evidence of Progress for 2003-2004:

Progress in SPEAs development program is summarized in the following table. In 2003, the total number of donors to SPEA reached its highest total since 2000, but the total donations ($61,000) was lower than in 2002 ($173,000). In 2002, SPEA obtained one major gift of approximately $150,000 from emeritus faculty member Carlyn Johnson. SPEA was not successful in attracting a major gift of comparable magnitude in 2003. In spring of 2004, the World Police and Fire Games gifted SPEA $188,000 to endow scholarships for men and women serving as police and fire officers who want to pursue academic work at IUPUI.

<table>
<thead>
<tr>
<th>IUPUI SPEA Summary All Gifts 200-2003</th>
<th>IU Foundation</th>
<th>Faculty, Staff, Friends</th>
<th>All Sources</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Telefund</td>
<td>Direct Mail</td>
<td>Less than 5,000</td>
</tr>
<tr>
<td>Year</td>
<td>Donors</td>
<td>Donors</td>
<td>Dollars</td>
</tr>
<tr>
<td>2000</td>
<td>274</td>
<td>5</td>
<td>$510</td>
</tr>
<tr>
<td>2001</td>
<td>237</td>
<td>18</td>
<td>$8,284</td>
</tr>
<tr>
<td>2002</td>
<td>209</td>
<td>26</td>
<td>$8,670</td>
</tr>
<tr>
<td>2003</td>
<td>294</td>
<td>60</td>
<td>$18,896</td>
</tr>
</tbody>
</table>

Activities planned for 2004-2005:

- Complete and implement development plan
- Work with SPEA and MHA Alumni Boards to improve and strengthen relationships with SPEA-IUPUI programs, faculty, and students.

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

Secondary Goals:

Sub Unit: Associate Dean and Program Directors

Time Frame: Academic Year 2004 - 2005

Actions taken for 2003-2004:

Evidence of Progress for 2003-2004:

Activities planned for 2004-2005:

- Plan series of tours, events, and receptions to enable greater interactions among alumni, students, and faculty.

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

Improve business practices to provide data required for decision-making related to enrollment management and retention

Campus Planning Theme: Teaching and Learning

Secondary Goals:

Sub Unit: Student Services

Time Frame: Academic Year 2004-2005
Action taken for 2003-2004:

Actions during the 2003-2004 academic year and fall 2004 included:

Within student services, we are placing new emphases on data management to provide additional support for decision-making related to enrollment management and retention. These efforts include development of new reporting systems to strengthen recruitment and retention. Support for student activities has been consolidated and assigned to a new student services staff member who is meeting with student leaders.

Evidence of Progress for 2003-2004:

Activities planned for 2004-2005:

- Develop monthly or semester based reporting systems for applications, admissions, matriculation, enrollment, and retention

☑ Increase diversity of SPEA student body

Campus Planning Theme: Teaching and Learning

Secondary Goals:

Sub Unit: Student Services and Marketing and Recruitment

Time Frame: Academic Year 2004-2005

Action taken for 2003-2004:

Evidence of Progress for 2003-2004:

The proportion of SPEA head count classified as minority has remained constant at 18% since 2002. Fourteen percent of the student body is African American. Relative to the campus as a whole, SPEA has enrolled a disproportionate proportion of minorities. Minorities account for a smaller percentage (14%) of the entire IUPUI student body. SPEA accounts for 4% and 5%, respectively of all minorities and African Americans on the IUPUI campus.

Activities planned for 2004-2005:

- Participate in diversity fairs and other activities

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

Campus Planning Theme: Teaching and Learning

Secondary Goals:

Sub Unit: Program Directors and SPEA Faculty

Time Frame: Academic Year 2004-2005

Action taken for 2003-2004:
Actions during the 2003 - 2004 academic year and fall 2004 included:

SPEA strengthened recruitment and retention efforts in 2003-2004. Andrea Eickhoff, Manager of Recruitment and Marketing, completed a marketing plan that was presented to faculty and staff in August 2004. The plan identifies monthly activities to build enrollments in different degree programs and includes activities ranging from strengthening ties with IVY Tech to participating in graduate fairs at other colleges and universities in Indiana and the Midwest to increased marketing to students already at IUPUI. A new hallway recruiting exhibit that features successful alumni and students was developed and installed in the BS building. A new student organization, SPEA Ambassadors, was created to assist with marketing SPEA to prospective students.

Evidence of Progress for 2003-2004:

Evidence indicates that SPEA efforts to build enrollments and retain undergraduates are being successful at the undergraduate level but not at the graduate level. Undergraduate enrollment increased from 571 to 638 from fall 2003 to fall 2004, an increase of 12%. The number of undergraduate students is the highest since 2000, when the fall head count was 580. At the graduate level, however, the head count dropped from 467 in the fall of 2003 to 379 in the fall of 2004, a reduction of about 19%. The graduate student head count is the lowest since 2000 when it was 440. We attribute this to suspension of Matriculation into the Master of Planning Program, a decline in enrollment in the MHA program associated with transitions in program management and leadership, and reductions the MPA program related to declines generally in graduate education and increased competition.

Credit hours in SPEA increased in 2003-2004, the fifth consecutive year with an increase. Total credit hours in 2003-2004 were 18,467, an increase of three percent from the preceding year. This total includes an increase in undergraduate credit hours, but a decrease in graduate credit hours for both school and servce credit hours. This total also includes credit hours for our Executive Education program, which operates as an enterprise operation within the School. Credit hours in Executive Education have declined over the past four year as federal agencies have reduced support for employee training.

Enrollment by SPEA major is shown in the following graphs.

- Undergraduate Enrollment 2001-2004
- Graduate Enrollment 2001-2004

Activities planned for 2004-2005:

- Review criteria for admission of certificate students
- Implement new SPEA Marketing Plan

Increase year-to-year retention of students

Campus Planning Theme: Teaching and Learning
Secondary Goals:
Sub Unit: Student Services
Time Frame: Academic Year 2004 -2005

Actions taken for 2003-2004:

Actions during the 2003 - 2004 academic year and fall 2004 included:

Undergraduate Program Director Ingrid Ritchie initiated reforms to strengthen undergraduate programs, including strategies for addressing high D-F-W rates in undergraduate programs and inconsistencies in course content and emphases among full
Addressing high D-F-W rates in undergraduate programs and improvements in student retention are emphasized among full-time and associate faculty. Mentorship and supplemental instruction programs have been developed for introductory criminal justice and statistics courses to assist students in courses and reduce D-F-W rates.

Evidence of Progress for 2003-2004:

Activities planned for 2004-2005:

- Identify non-returning students and intervene to increase likelihood of return.
- Identify at risk students and intervene to help improve academic performance.

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

Campus Planning Theme: Teaching and Learning

Secondary Goals:
Sub Unit: Student Services

Time Frame: Academic Year 2004 - 2005

Actions taken for 2003-2004:

Evidence of Progress for 2003-2004:

Activities planned for 2004-2005:

- Assign student services staff to assist with programs

☑ Strengthen SPEA’s engagement and reputation in the region and state

☑ Enhance capacity for civic engagement

Campus Planning Theme: Civic Engagement

Secondary Goals:
Sub Unit: SPEA Faculty

Time Frame: Academic Year 2004 - 2005

Actions taken for 2003-2004:

Actions during the 2003 - 2004 academic year and fall 2004 included:

SPEA initiatives in civic engagement are coordinated by faculty and staff as part of their research agendas and professional development activities. Approximately one-third of SPEA faculty conducts research or leads projects for the Center for Urban Policy and the Environment. Other faculty and staff lead other initiatives such as the Aftercare In Mentoring (AIM) program that links SPEA faculty and students to boys and girls in the juvenile justice system and assists them with reentry into society.

Evidence of Progress for 2003-2004:
Evidence of Progress for 2003-2004:

Former Associate Dean and Chancellors Professor, James L. Perry, was appointed by Governor Kernan to serve as chair of the Indiana Commission on Community Service and Volunteerism. Professor Perry also was appointed to lead Indiana University’s participation in the national American Democracy Project and as a Senior Scholar in IUPUI’s Center for Service and Learning.

Associate Dean Greg Lindsey was selected by a committee of peers on the IUPUI campus to be the first recipient of the Chancellors Award for Civic Engagement. The award recognized his service to local and state agencies, ranging from the Indiana Advisory Commission on Intergovernmental Relations to the Greenways Division of the Indianapolis Department of Parks and Recreation, and his efforts to engage students in service learning and projects.

Professor Sheila Kennedy was named by incoming City-County Council President Rozelle Boyd to co-chair the council transition team and led efforts to establish a memorandum of understanding between IUPUI, the City-County Council, and the Office of the Mayor of the City of Indianapolis that outlines priorities for greater cooperation and collaboration among the three entities. John Krauss, Director of the Center for Urban Policy and the Environment, was named to staff the steering committee that will lead IUPUI collaborative efforts with the City Council and the Mayor of Indianapolis.

Professor Ingrid Ritchie was named as Chair of the Environmental Workgroup for the Indiana Asthma Coalition. The Coalition is leading a statewide initiative to decrease the burden of asthma among Hoosiers.

Professor Roger Jarjoura received a $403,000 award from the Indiana Department of Corrections to continue his widely recognized Aftercare In Mentoring (AIM) program that recruits IUPUI and other college students to serve as mentors to youth leaving the state boys and girls homes. The program, which began at IUPUI and now is operated statewide, has significantly reduced rates of recidivism among youth who are participants.

Professor Terry Baumer completed a sabbatical supported by the Marion County Justice Agency. He completed studies of administrative systems at the Arrestee Processing Center.

Under the leadership of John Krauss, researchers at the Center for Urban Policy and the Environment completed important studies for the Indiana Gaming Commission, the Central Indiana Corporate Partnership, United Way of Central Indiana, the Indiana Advisory Commission on Intergovernmental Relations, the City of Indianapolis, the Indiana Criminal Justice Institute, the Points of Light Foundation, Tippecanoe County and a coalition of municipalities, and other public and nonprofit organizations in Indiana.

Activities planned for 2004-2005:

- Continue to stress civic engagement in faculty meetings and annual reviews.

Facilitate new MOU between the Mayors Office, the Indianapolis City Council, and IUPUI

Campus Planning Theme: Civic Engagement

Secondary Goals:

Sub Unit: Academic Year 2004 -2005

Time Frame:

Actions taken for 2003-2004:

Evidence of Progress for 2003-2004:

Activities planned for 2004-2005:
Secure funding for core operations at the Center for Urban Policy and the Environment

**Campus Planning Theme:** Civic Engagement

**Secondary Goals:**
- **Sub Unit:** Center for Urban Policy and the Environment and Associate Dean
- **Time Frame:** Academic Year 2004-2005

**Actions taken for 2003-2004:**

Actions during the 2003 - 2004 academic year and fall 2004 included:

Faculty members have developed a proposal for additional funding for the Center and have submitted it for consideration and approval by the Lilly Endowment, Inc. Faculty and staff affiliated with the Center have begun development of strategies to identify additional partners and clients that will provide support for additional projects.

**Evidence of Progress for 2003-2004:**

**Activities planned for 2004-2005:**

- Develop proposal for the Lilly Endowment for refunding
- Diversify funding base for center

Support efforts to increase funding and stabilize operations for the AIM program

**Campus Planning Theme:** Civic Engagement

**Secondary Goals:**
- **Sub Unit:** AIM Program and Director of Development
- **Time Frame:** Academic Year 2004-2005

**Actions taken for 2003-2004:**

**Evidence of Progress for 2003-2004:**

**Activities planned for 2004-2005:**

- Work with AIM Board to develop strategic plan

**Fiscal Health**

SPEAs fiscal position improved significantly in academic year 2003-2004. Because of record credit hours in the school and continued effectiveness in generation of external research support by SPEA faculty and staff, SPEA concluded the year with net...
Continue electronics in generation of external research support by SPEA faculty and staff. SPEA concluded the year with net operating revenues of $437,703 and a fund balance of nearly $600,000. Although SPEA is now in the better fiscal position than it has been in since at least the 2000-2001 academic year, this fund balance is not sufficient to support any new major initiatives and will be retained as a safeguard against future circumstances that might lead to reductions in revenues, including reductions in credit hours.

In the fall of 2004, SPEA suffered a drop in credit hours of approximately five percent relative to fall 2003. This drop occurred in a semester when the IUPUI campus achieved record enrollments and therefore is a special concern. Although we do not fully understand all reasons why this drop occurred, factors likely include those that have contributed to drops in applications to and enrollment in business schools nation-wide, transitions in leadership in our MHA program, and suspension of matriculation into our Master of Planning Program. As a result of this issue, the student services staff has initiated work to increase applications, expedite completion of partially completed applications, increase matriculation of admitted students, and encourage drop-out students to return.

The SPEA 2004-2005 budget was conservative and projected no increases in credit hours above 2003-2004 levels. Four months into the fiscal year, revenues and expenses for the academic responsibility center remain essentially where expected. However, the drop in credit hours in fall 2004 below fall 2003 levels potentially will adversely affect SPEAs fiscal position. If this drop is repeated in Spring 2005, SPEA possibly could end the year with a net operating loss. The potential magnitude of a loss has not been estimated precisely, but the fund balance should be sufficient to cover losses during the 2004-2005 academic year.

SPEA is intensifying recruitment and retention efforts and will focus on rebuilding graduate enrollments and credit hours during the remainder of 2004-2005. Our goal is to recoup credit hours lost in the fall of 2004 and exceed levels recorded in fall 2003.

**Reallocation Plan**

**Other Question(s)**

*How do you plan to maintain/increase quality in the face of diminishing resources? What processes do you have in place to do this, for example, how are faculty involved in decision-making?*

We plan to maintain and increase quality in face of diminishing resources through the following types of efforts:

- We will work with faculty to focus efforts on essential tasks required to upgrade our five degree programs and to transform delivery of programs to attract more students and increase credit hours. We have begun this process by combining undergraduate and graduate curriculum committees and placing new emphases on setting priorities across programs.
- We will encourage greater collaboration among faculty and staff to increase the number of large, externally supported projects that support our research and civic engagement agendas.
- We will participate in university-wide enrollment and retention management initiatives and will improve business practices in student services to increase yield rates among prospective applicants, increase the number of stop-out students who return to school, and improve satisfaction with advising.
- We will focus marketing and recruitment efforts on key markets, including Ivy Tech, undecided university college students, and prospects for our graduate programs in public affairs, nonprofit management, and health administration.
- We will focus development efforts on generation of support for scholarships that will augment our recruiting activities.
- We will strengthen alumni relations and build roles for alumni in enrollment management and retention.

*How do you cultivate a climate for diversity -- how do you recruit, develop, and retain diverse students, faculty, and staff? How do you incorporate diversity in the curriculum, in research, in civic engagement?*

SPEA addresses issues of diversity through formal and informal processes in the university and in the school. SPEA academic and staff leaders met with Human Resources staff in 2004 to review the School-wide affirmative action plan. This plan outlines strategies to develop a diverse faculty and staff. Effort is made during search and screen procedures to identify, recruit, and retain diverse faculty members. In 2003-2004, for example, SPEA’s Center for Urban Policy and the Environment recruited an African American Chief Operating Officer, and worked to retain an African American fiscal services staff member by offering competitive financial packages.

SPEA participate in diversity initiatives at IUPUI. SPEA is now represented on the Campus Life and Diversity task force to
SPEA participates in diversity initiatives at IUPUI. SPEA is now represented on the Campus Life and Diversity task force to review its web page. SPEA also participate in initiatives such as the 21st Century Scholars fund. Among schools, SPEA presently serves a disproportionate number of minority students. Minority students account for 18% of SPEA’s student head count; the comparable percentage for the campus is 14%.

With respect to incorporating diversity in the curriculum, SPEA has created and now offers a course titled “Managing Work Force Diversity” in our Bachelor’s of Science of Public Affairs program. The issue of diversity also is addressed in other SPEA human resources management classes. In our Master of Public Affairs program, faculty members have identified “globalization” as one of five core competencies and is reviewing syllabi to ensure that issues relevant to globalization, including diversity, are addressed in courses.

Issues of diversity in research and civic engagement are addressed indirectly through concentration on increasing diversity of faculty, staff, and students and, in some circumstances, through participation in particular projects or initiatives. For example, staff at our Center for Urban Policy and the Environment completed a study for the City of Indianapolis on use of minority owned business enterprises.

Five years from now what proportion of your faculty do you expect to be in the following categories: tenure track faculty, clinical faculty, research faculty, lecturers, or other academic specialties (percentages should total 100%)?

SPEA presently has 24.25 FTE faculty members on its IUPUI campus, including:

- 21 tenure track faculty members (87%);
- 2.25 clinical faculty members (9%); and
- 1 lecturer (4%).

SPEA now is conducting a search for one tenure track faculty members and one lecturer and hopes to appoint another lecturer 2 time. Successful searches will yield:

- 22 tenure track faculty members (83%);
- 2.25 clinical faculty members (9.5%); and
- 2.25 lecturers (8.5%).

We anticipate exploring ways to have joint appointments between lecturers and clinical faculty members and lecturers and professional staff in the future.

Please prepare an EXECUTIVE SUMMARY of no more than one page summarizing your most significant accomplishments of the past year (including items from the period from July 1, 2003 to the present) and the major initiatives you plan to undertake in 2004-05.

EXECUTIVE SUMMARY

Academic year 2003-2004 was a transition year for SPEA that included a number of important achievements that position the School for future success. The most significant accomplishments include:

- Being ranked 36th nationally in the U.S. News and World Report rankings, out of approximately 250 masters programs in public affairs and public administration. This marked the first time that SPEA was ranked in the top 50 programs.
- Being ranked third and fourth in the nation, respectively, for our programs in criminal justice and nonprofit management.
- Record credit hours in 2003-2004, including record head counts and credit hours for undergraduate students.
- Net positive operating revenues of approximately $400,000, or about 8% academic program budget.
- Successful recruitment of a four new faculty members (two clinical and two tenure track).
- Appointment of a new leaders in each key administrative position in the school, including the Associate Dean, Directors of undergraduate, graduate, and Master of Health Administration programs, and Director and Research Director at the Center for Urban Policy and the Environment.
- Placement of nine undergraduate students among the Top 100 at IUPUI, including the top male student.
- Recruitment of three new persons in our seven person student services staff, including a new Director of Student Services.
- Receipt of a major gift ($198,000) from the World Police and Fire Games that roughly doubles the amount of SPEA IUPUI endowment funds that support student scholarships.
- Revision of the Master of Public Affairs (MPA) core curriculum to increase emphases on five core competencies and to include a new course on leadership in a global society.
include a new course on leadership in a global society.
- Multiple important contributions by faculty members in scholarship, civic engagement, and teaching.

For the academic year 2004-2005 and beyond, SPEA IUPUI will focus on initiatives to overcome unanticipated drops in enrollment and credit hours in our graduate programs in the fall 2004 semester, improved enrollment and retention management, development on our on-line MPA program, rebuilding the MHA program, curricular enhancements in each of our five degree programs, recruitment of two new faculty, refunding and diversification of funding for the Center for Urban Policy and the Environment, and expansion of scholarship activities in civic engagement.