2005-2006 Public & Environmental Affairs

<table>
<thead>
<tr>
<th>Section</th>
<th>Document Name</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mission Statement</td>
<td>SPEA fall 06 Annual Report.xls</td>
</tr>
<tr>
<td>Fiscal Health</td>
<td>SPEA.pdf</td>
</tr>
</tbody>
</table>

Mission

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

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

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

Astrid E. Merget, Dean

September 2002

Goals and Objectives

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

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

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

Secondary Goals:

Sub Unit:

Time Frame:

Actions taken for 2005-2006:

- SPEA initiated a search for a health economist interested in health policy; the search ended unsuccessfully, and will be repeated in the 2006-2007 academic year
- SPEA successfully competed for Committee to Excellence funds to recruit a new professor, Dr. Adrian Sargeant, who is joining the SPEA faculty in November 2006 and will teach nonprofit marketing.
- SPEA successfully competed for Committee to Excellence funds to recruit a new clinical professor, Mr. Jim White, who is joined the SPEA faculty in August 2006 and will teach public safety management.
- In collaboration with the medical school, SPEA successfully recruited a visiting professor, Dr. Greg Arling who, is working with the Center for Health Policy.

Evidence of Progress for 2005-2006:

- SPEA IUPUI faculty now is has 21 tenure track faculty, four clinical faculty, two full-time lecturers, one clinical lecturer, one visiting professor, one visiting clinical faculty member, two part-time lecturers, and one part-time clinical professor. The SPEA IUPUI faculty is larger than at any time since at least 2004.
Activities planned for 2006-2007:

- SPEA will recruit two assistant professors:
  - a health economist to work with the Center for Health Policy.
  - an expert in public management or administration with substantive interests in public or nonprofit management, health, or criminal justice.
- SPEA will explore targeted searches to recruit recognized faculty who can add to SPEA strengths in public affairs, health administration, and criminal justice.

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

Collaborate in delivery of Bachelors of Science in Forensic Science

Campus Planning Theme: Teaching and Learning
Secondary Goals:
Sub Unit: SPEA Faculty and Criminal Justice Curriculum Committee
Time Frame:

Actions taken for 2005-2006:

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

Evidence of Progress for 2005-2006:

null

Activities planned for 2006-2007:

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

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

Campus Planning Theme: Teaching and Learning
Secondary Goals:
Sub Unit: SPEA Faculty
Time Frame:

Actions taken for 2005-2006:

- Participated in collaborative, multi-school efforts to finalize the BSES curriculum
- Met as needed with School of Science faculty to address BSES administrative issues

Evidence of Progress for 2005-2006:

- The first students have matriculated in the BSES
Activities planned for 2006-2007:

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

☑️ Enhance Bachelor of Science in Public Health (BSPH) Program

Campus Planning Theme: Teaching and Learning

Secondary Goals:

Sub Unit: SPEA Faculty and Health Administration Curriculum Committee

Time Frame:

Actions taken for 2005-2006:

- Initiated work to review and integrate BSPH Health Administration major and BSHSM degree
- Completed a self-study and received for accreditation for the BSPH Environmental Science and Health Major
- Continued to strengthen the curricula of the BSPH and BSHSM degrees and revise course rotation, including requirements for practicum and internship
- Continued coordination with the Bachelors of Science in Environmental Science degree administered by the School of Science

Evidence of Progress for 2005-2006:

- Enrollments in the BSPH are the highest they have been since 1997.
- Enrollments in the BSPH Environmental Science and Health Major have fluctuated and are comparable, but enrollments in the Health Administration major which were 75 in 1997 and as low as 47 in 2003, increased to 112 in the fall of 2006.

Activities planned for 2006-2007:

- Complete integration of the BSPH Health Administration major and BSHSM degrees and clarify course overlaps
- Take steps to address weaknesses in the BSPH Environmental Science and Health Major identified by the accreditation review team, including strengthening chemistry requirements
- Continue coordination with the Bachelors of Science in Environmental Science
- Reconcile course description and syllabus for every course
- Include Principles of Undergraduate Learning and learning outcomes are included in every syllabus by the end of the fall semester.
- Update articulation agreement with ITCC

☑️ Enhance Bachelors of Science in Criminal Justice (BSCJ) Program

Campus Planning Theme: Teaching and Learning

Secondary Goals:

Sub Unit: SPEA Faculty And Criminal Justice Curriculum Committee

Time Frame:
Actions taken for 2005-2006:

- Integrated references to Principles of Undergraduate Learning and to learning outcomes in course syllabi
- Continued to implement articulation agreements with Ivy Tech and with Police and Fire Science Academies
- Continued focus on gateway and thematic learning communities
- Monitored success of interventions related to delivery of gateway course (J101) that were designed to achieve consistency in grade distributions for full time and associate faculty and to address issues related to DFW rates
- Delayed plans to develop a new Masters degree in public safety management and instead focused on undergraduate initiatives
- Considered initiatives to address the large numbers of students on probation and critical probation and worked with Student Services to implement new reviews and procedures, including requirements that students on probation and critical probation meet with advisors prior to registration
- Began implementation of Public Safety Management major
- Successfully offered several one-hour topics courses

Evidence of Progress for 2005-2006:

- Most syllabi now include references to principles of undergraduate learning and related learning outcomes
- Public Safety Management enrolled its first two students
- Enrollment in the BSJ program dropped to 308 students in Fall 2006, the lowest number since 2002 (315) and down from a high of 371 in 2004. The drop is attributed partly to new administrative procedures related to tracking of students considered active students and to dismissal of students for failure to move off critical probation. The drop emphasizes the need for stronger recruitment.

Activities planned for 2006-2007:

- Continue work with Ivy Tech Community College (ITCC) fire science articulation and recruitment.
- Renew the CJ articulation with ITCC.
- Coordinate collaboration with Columbus Criminal Justice faculty and and coordination of IUPUC AS in CJ degree.
- Articulate BSCJ with Vincennes University
- Articulated ITCC emergency preparedness degree with BSJ degree and Public Safety Management Major

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

Campus Planning Theme: Teaching and Learning

Secondary Goals:

Sub Unit: SPEA Faculty and Public Affairs Curriculum Committee

Time Frame:

Actions taken for 2005-2006:

- Continued to assess objectives and outcomes for courses, including gateway course (V170 Introduction to Public Affairs) and capstone course (V473 Management, Leadership, and Policy)
- Consolidated course content across sections of V170
- Completed classroom assessments of Associate or Part Time Faculty members who deliver undergraduate public affairs courses and hold workshops them aimed at increasing rigor of courses and managing civility in the classroom
- Implemented a mandatory undergraduate orientation program to set expectations and build commitment to high quality academics
- Recruited a part-time lecturer to assume responsibility for reinvigorating the American Humanities program
- Developed a set one-hour topical courses designed to explore current issues, introduce students to SPEA, and recruit new majors
Evidence of Progress for 2005-2006:

- A new part-time lecturer, Dr. Vicki Mech-Hester was recruited to teach in the BSPA program
- Enrollment in the BSPA, which has ranged from a high of 126 in 1997 to a low of 96 in 2001, returned to the historic high of 126
- One-hour topical courses were offered but two were cancelled due to low enrollments

Activities planned for 2006-2007:

- Review BSPA Civic Leadership Major curriculum and title
- Finalize capstone (V473) learning outcomes and content
- Market and recruit students to American Humanities.
- Evaluate additional one-credit course options
- Recruit more students to V170

☑ Enhance Masters of Health Administration (MHA) Program

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

Secondary Goals:

Sub Unit: SPEA Faculty and Public Affairs Curriculum Committee

Time Frame:

Actions taken for 2005-2006:

- Student recruitment:
  - Exceeded objective of 25 FTE students in Fall 2006.
  - Recruited two students into the BSPH-MHA accelerated program
- Scholarships
  - Met goal of providing 5 new MHA program specific scholarships by Fall 2006
- Internships/Part time jobs
  - Provided 17 part-time jobs in health care fields for incoming students
- Mentors
  - Have assigned mentors from health care fields to all students who desire them
- Accreditation
  - Responded to suggestions made by CAHME following the November site review and, among other responses, are including students on search committees and other faculty committees

Evidence of Progress for 2005-2006:

- Enrollment in the MHA program reached 64, the highest enrollment since 1997 and more than double the low of 31 students in 2004.
- All students in the program who want them have part-time employment in health care sector and mentors
- Seven students had internships with CEOs of health care organizations in the summer of 2006

Activities planned for 2006-2007:

- Complete IUPUI program on November 6, 2006 that will focus on developing an interdisciplinary Ph.D. program in health policy/health administration and distance learning for the MHA program.
- Continue to respond to the CAHME accreditation review recommendations
- Review admissions standards and consider implications of adopting more selective standards

Enhance Masters of Public Affairs (MPA) Program

Campus Planning Theme: Teaching and Learning

Secondary Goals:
Sub Unit: SPEA Faculty and Public Affairs Curriculum Committee

Time Frame:

Actions taken for 2005-2006:
- Implemented new core curriculum in MPA program, including emphases on core competencies and creation of new course (V598)
- Established joint certificate with School of Library Science
- MPA was reaccredited for the maximum seven years
- Continued to offer online public management and nonprofit management certificate programs and to offer new online courses (V517)

Evidence of Progress for 2005-2006:
- Quality of program was affirmed in NASPAA accreditation review
- Program was strengthened through recruitment of new faculty member, Dr. Adrian Sargeant
- MPA enrollment dropped to 104, the lowest total since 1997 (114), and down significantly from historic high of more than 230

Activities planned for 2006-2007:
- Complete MPA internal review focusing on marketing and recruitment as follow-up to NASPAA accreditation review
- Update and revise nonprofit management concentration
- Update and revise policy analysis concentration
- Develop new financial management concentration
- Develop new certificate in Performance Measurement and Evaluation

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, Civic Engagement

Secondary Goals:
Sub Unit: SPEA Faculty

Time Frame:

Actions taken for 2005-2006:
- Continued to develop research infrastructure as a foundation for efforts to elevate the quantity, quality, and influence of our scholarship
- Submitted a proposal to create a new Health Policy Center
- Awarded Commitment to Excellence funds to recruit internationally recognized scholar, Adrian Sargeant, to contribute to
nationally ranked program in nonprofit management.

- Hosted annual conference of the Mid-Continental Regional Science Association and the IMPLAN Users Group
- Hosted a research workshop for Diversity Scholars funded by the Robert Wood Johnson Active Living Research Program


Evidence of Progress for 2005-2006:

- SPEA faculty reported 99 articles, books, book chapters, technical reports, or issue briefs published or accepted for publication. 50 of these publications were peer reviewed.
- SPEA faculty member James Perry was named as a Senior Fulbright Scholar and will receive support for teaching and study in South Korea as part of his sabbatical during the 2006-2007 academic year. Perry also received a Post Doctoral Fellowship from the Catholic University of Leuven in Belgium to study in Leuven during his sabbatical. In the U.S., Perry was invited to present the Monroe-Paine Distinguished Lecture at the University of Missouri.
- SPEA Professor Alfred Ho was invited to give a keynote lecture at Sun Yat-Sen University in Guangzhou, China. Ho’s lecture focused on research methods and design in public administration.
- SPEA faculty member Robert Brown was one of six scholars nationally named as Diversity Partners by the Robert Wood Johnson’s Active Living Research program. The Diversity Partner grants are designed to diversify research into physical activity and to focus on understudied populations.
- SPEA faculty members Kenna Quinet, Sam Nunn, Crystal Garcia, Robert Brown, Tom Stucky, and John Ottenmann received a $750,000 award from the Indiana Criminal Justice Institute (ICJI). The two-year award involves a number of studies to assist ICJI with strategic planning and grants management and to complete several program evaluations.
- SPEA faculty member Crystal Garcia was honored by the Justice Research and Statistics Association with the Phillip Hoke National Publication Award for Excellence in Research and Policy Analysis. Garcia’s work, completed originally for the Indiana Criminal Justice Institute, explored gender equity in sentencing of offenders.
- John Kraus, Director of SPEA’s Center for Urban Policy and the Environment, led faculty and staff efforts to secure a number of major awards from key state agencies. These awards included $819,000 from the Governor’s Office and the Lilly Endowment to support the Indiana Data Initiative, $357,000 from the Indiana Gaming Commission to analyze gaming petitions and other issues, and $122,000 from the Central Indiana Corporate Partnership to support the Indiana Data Initiative, and $111,000 to support the Indiana Advisory Commission on Intergovernmental Relations.
- Faculty member Sam Nunn, Research Director at the Center for Urban Policy and the Environment, as $82,000 award from the City of Indianapolis Office of Emergency Management to develop a plan for continuation of the city/county government in the event of catastrophic emergencies.
- Faculty member John Ottenmann received a $190,000 award from the Indiana Department of Transportation (INDOT) for the I-69 Community Planning Program, a project to provide planning and other technical assistance to Indiana communities along the proposed route for the new I-69. Ottenmann also initiated a $110,000 project for INDOT and Purdue University to develop a statewide land use simulation model for integrated land use and transportation planning.
- Faculty member Eric Wright was awarded a $369,000 grant from the Center for Mental Health Services to evaluate the Dawn Project—a study of the effectiveness of a special intervention to increase the effectiveness of parents with children who suffer mental health problems. This project is an extension of an ongoing research project. Wright also was awarded a $410,000 grant from the Indiana Office of Medicaid Planning and Policy to provide technical assistance on critical health policies confronting the state.

SPEA hosted 140 participants in the joint, annual conference of the Mid-Continental Regional Science Association (MCRSA) and the IMPLAN users group in June, 2005. SPEA Professor John Ottenmann was invited to lead the conference plenary session which featured innovative applications of LUCI and luci2 computer models he developed to forecast land use change in central Indiana. Seth Payton, a policy analyst at SPEA’s Center for Urban Policy and the Environment, won the MCMA competition for best student paper, and his paper will be published in the Journal of Regional Analysis and Policy.
Activities planned for 2006-2007:

- Develop Signature Center Proposals for the Center for Health Policy and a proposed Center for Criminal Justice Research
- Submit proposal to establish the Center for Criminal Justice Research as a recognized IU research center
- Submit Proposal to establish an Indiana Policy Institute to House the Center for Urban Policy and the Environment, the Center for Criminal Justice Research, and the Center for Health Policy
- SPEA IUPUI will be the home for publication of the International Journal for Nonprofit and Voluntary Sector Marketing.

☑ Improve dissemination and marketing of SPEA research

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

**Secondary Goals:**
- **Sub Unit:** Director of External Affairs and Center for Urban Policy and the Environment
- **Time Frame:**

Actions taken for 2005-2006:

- SPEA will shift tag line from "Making a World of Difference" to Good Science; Sound Policy. Stronger Communities.
- The Center for Urban Policy and the Environment continued publication and dissemination of technical reports and issue briefs to more than 1,600 decision makers in Indiana

Evidence of Progress for 2005-2006:

- SPEA research reported frequently in state and print outlets

Activities planned for 2006-2007:

- Use electronic newsletter software Exact Target to distribute center research findings

☑ Increase external funding

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

**Secondary Goals:**
- **Sub Unit:** SPEA Faculty and Staff
- **Time Frame:**

Actions taken for 2005-2006:

- Submitted 44 applications for external funding, the highest total since at least the 2001-2002 academic year.

<table>
<thead>
<tr>
<th></th>
<th>Fiscal Year</th>
<th>01-02</th>
<th>02-03</th>
<th>03-04</th>
<th>04-05</th>
</tr>
</thead>
<tbody>
<tr>
<td>Federal Government</td>
<td></td>
<td>5</td>
<td>4</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>State, Local, and Other Government</td>
<td></td>
<td>7</td>
<td>17</td>
<td>12</td>
<td>14</td>
</tr>
<tr>
<td>Foundations</td>
<td></td>
<td>7</td>
<td>4</td>
<td>2</td>
<td>4</td>
</tr>
<tr>
<td>Industrial and Commercial</td>
<td></td>
<td>3</td>
<td>3</td>
<td>0</td>
<td>6</td>
</tr>
<tr>
<td>Non-Profit and Higher Education</td>
<td></td>
<td>5</td>
<td>11</td>
<td>8</td>
<td>8</td>
</tr>
</tbody>
</table>
Total Applications: 27, 39, 24, 35
Percent of Campus Total Applications (%): 1, 2, 1, 1

- Increased number of applications for external funding to 1.9 per FTE, the highest ratio since at least 2001-2002

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>01-02</th>
<th>02-03</th>
<th>03-04</th>
<th>04-05</th>
<th>05-06</th>
</tr>
</thead>
<tbody>
<tr>
<td>Research and Sponsored Programs Applications per Budgeted Academic FTE</td>
<td>1.0</td>
<td>1.5</td>
<td>0.9</td>
<td>1.3</td>
<td>1.0</td>
</tr>
</tbody>
</table>

Evidence of Progress for 2005-2006:
- Achieved highest level of external funding ($6.1 million) since at least 2001-2002 academic year.

Data in US Dollars

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>01-02</th>
<th>02-03</th>
<th>03-04</th>
<th>04-05</th>
<th>05-06</th>
</tr>
</thead>
<tbody>
<tr>
<td>Federal Government</td>
<td>75,834</td>
<td>16,650</td>
<td>0</td>
<td>51,766</td>
<td>31,2</td>
</tr>
<tr>
<td>State, Local, and Other Government</td>
<td>684,852</td>
<td>1,295,645</td>
<td>1,266,760</td>
<td>1,157,310</td>
<td>4,722,6</td>
</tr>
<tr>
<td>Foundations</td>
<td>4,979,681</td>
<td>90,908</td>
<td>240,869</td>
<td>2,083,509</td>
<td>699,2</td>
</tr>
<tr>
<td>Industrial and Commercial</td>
<td>27,108</td>
<td>0</td>
<td>98,000</td>
<td>91,000</td>
<td>236,5</td>
</tr>
<tr>
<td>Non-Profit and Higher Education</td>
<td>271,098</td>
<td>757,958</td>
<td>286,799</td>
<td>392,962</td>
<td>421,4</td>
</tr>
<tr>
<td>Total Income</td>
<td>6,038,573</td>
<td>2,161,161</td>
<td>1,892,418</td>
<td>3,776,547</td>
<td>6,111,1</td>
</tr>
<tr>
<td>Percent of Campus Total (%)</td>
<td>3%</td>
<td>1%</td>
<td>1%</td>
<td>2%</td>
<td>2%</td>
</tr>
</tbody>
</table>

Activities planned for 2006-2007:
- Continue to build research enterprise, increase numbers of proposals submitted, and increase external funding

- Improve the quality of administrative and support services for academic programs
- Continue implementation of new SPEA governance structure, including peer annual reviews

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

Secondary Goals:
- Sub Unit: SPEA Faculty

Time Frame:

Actions taken for 2005-2006:
- Continued submittal of electronic annual faculty summary reports with
  - Peer review of research and professional service by SPEA IUPUI full professors
  - Peer review of teaching and teaching-related service by faculty program directors
  - Review of institutional service by Associate Dean

Evidence of Progress for 2005-2006:
- Efor system was implemented on schedule
Activities planned for 2006-2007:

- Explore feasibility of moving toward core campus model with SPEA-IUB

☑ Increase core capacity of student services to support SPEA’s mission

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

**Secondary Goals:**

**Sub Unit:** Associate Dean and Student Services

**Time Frame:**

Actions taken for 2005-2006:

- Implemented new career mobility ladder for student services employees
- Promoted two employees to higher levels on career ladder
- Recruited new administrative assistant to assist with graduate admissions processing

Evidence of Progress for 2005-2006:

- Undergraduate student surveys show the proportion of students dissatisfied with advising has dropped from approximately 20% to 2.3%

Activities planned for 2006-2007:

- Continue to work with staff on unit and personal development plans

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

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

**Secondary Goals:**

**Sub Unit:** Associate Dean and Director of Development

**Time Frame:**

Actions taken for 2005-2006:

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

Evidence of Progress for 2005-2006:

- Achieved new levels of participation and giving in 2005
- In 2005, provided financial support for more than 40 students, the highest number since at least 2001-2002
In 2005, provided more than $200,000 in financial support for students, the second highest amount since 2001-2002. SPEA IUPUI scholarship endowment funds increased to nearly $600,000, an increase in more than $200,000 over 2004. Approximately one-third of faculty and staff donated nearly $40,000 to SPEA, an increase of more than $30,000 over 2004. More than 80 alumni attended reception at Rathskellar. Alumni participated in tours and baseball game at Victory Fields.

Activities planned for 2006-2007:
- Continue to strengthen alumni relations
- Increase scholarships for students
- Complete fund-raising for BS 1000
- Complete fund-raising for renovations of alcoves on second floor of BS Building
- Increase faculty and staff participation in annual giving

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

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

Campus Planning Theme: Teaching and Learning

Secondary Goals:
Sub Unit: Program Directors and Director of External Affairs

Time Frame:

Actions taken for 2005-2006:
- Refined and strengthened the Marketing Plan
- Participated in campus recruitment events
- Initiated study with United Way of Central Indiana to determine learning opportunities for employees of member agencies
- Participated in the Enrollment Management Council’s new efforts to project enrollments for each degree and certificate program

Evidence of Progress for 2005-2006:
- Enrollment increased in MHA, BSPH, and BSPA programs in fall 2006
- Enrollment decreased in MPA, graduate certificate, and BSCJ programs
- Total enrollment decreased slightly
- Attached enrollment projections provide details

Activities planned for 2006-2007:
- Refine marketing activities and focus on targeted outreach to prospective students
- Follow up on United Way Survey and focus on outreach to local nonprofit organizations
- Revise enrollment projections prepared for Enrollment Management Council
- Respond to MPA program review focused on marketing and outreach
- Revamp web page

Increase year-to-year retention of students

Campus Planning Theme: Teaching and Learning

Secondary Goals:
Actions taken for 2005-2006:

- Identified non-returning students and intervened to increase likelihood of return.
- Identified at risk students and intervened to help improve academic performance.  
  - Required students on probation and critical probation to meet with advisors prior to registering for classes  
- Continued mandatory orientation for incoming students to emphasize importance of good study habits and outline strategies for success

Evidence of Progress for 2005-2006:

- Retention rates increased over 2004-2005 but still remain below rates achieved in 2003-2004 and some previous years

<table>
<thead>
<tr>
<th>One-Year Retention Rate - Fall to Fall Semester</th>
<th>01-02</th>
<th>02-03</th>
<th>03-04</th>
<th>04-05</th>
<th>05-06</th>
</tr>
</thead>
<tbody>
<tr>
<td>Retention rates are in percentages</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Freshmen/Sophomore</td>
<td>71%</td>
<td>78%</td>
<td>78%</td>
<td>68%</td>
<td>74%</td>
</tr>
<tr>
<td>Junior/Senior</td>
<td>78%</td>
<td>82%</td>
<td>86%</td>
<td>80%</td>
<td>81%</td>
</tr>
<tr>
<td>All Undergraduates</td>
<td>76%</td>
<td>80%</td>
<td>83%</td>
<td>76%</td>
<td>79%</td>
</tr>
</tbody>
</table>

- The numbers of conferred degrees and certificates dropped to lowest level since at least 2001-02, with the largest drops in numbers of Master's degrees and certificates.
- The number of undergraduate degrees awarded was the second highest since at least 2001-02

<table>
<thead>
<tr>
<th>Degree Year (July through June)</th>
<th>01-02</th>
<th>02-03</th>
<th>03-04</th>
<th>04-05</th>
<th>05-06</th>
</tr>
</thead>
<tbody>
<tr>
<td>Certificates</td>
<td>100</td>
<td>90</td>
<td>73</td>
<td>75</td>
<td>79</td>
</tr>
<tr>
<td>Associate</td>
<td>12</td>
<td>18</td>
<td>25</td>
<td>11</td>
<td>14</td>
</tr>
<tr>
<td>Baccalaureate</td>
<td>105</td>
<td>113</td>
<td>112</td>
<td>137</td>
<td>161</td>
</tr>
<tr>
<td>Masters</td>
<td>103</td>
<td>70</td>
<td>99</td>
<td>95</td>
<td>106</td>
</tr>
<tr>
<td>Doctorate</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Professional</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Total</td>
<td>320</td>
<td>291</td>
<td>309</td>
<td>318</td>
<td>329</td>
</tr>
</tbody>
</table>

Activities planned for 2006-2007:

- Continue focus on students on probation and critical probation
- Create opportunities for students to engage in extracurricular activities related to studies  
  - Engage students in efforts to renovate BS 1000 as student lounge  
  - Support students engaged in student organizations and help organizations be more active
- Create new opportunities for student mentoring

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:

Actions taken for 2005-2006:

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

Evidence of Progress for 2005-2006:

- Student engagement in extracurricular activities remains inadequate;

Activities planned for 2006-2007:

- Continue efforts to engage students in leadership activities
  - Student Council
  - SPEA Ambassadors
  - Student honorary societies
  - Public Affairs Student Association (PASA)
- Enlist student support in fund-raising for renovation of BS 1000

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

Enhance capacity for civic engagement

Campus Planning Theme: Civic Engagement

Secondary Goals:
Sub Unit: SPEA Faculty
Time Frame:

Actions taken for 2005-2006:

- Submitted proposal for New Health Policy Center
- Initiated many new research projects in collaboration with State of Indiana through Center for Urban Policy and the Environment (see list of research highlights and evidence of progress: SPEA and Center research projects also support civic engagement)
- Implemented MOU with City of Indianapolis
- Initiated new Indiana Leadership Program for undergraduates with state agencies

Evidence of Progress for 2005-2006:

- More than half of SPEA faculty are engaged in projects for the State of Indiana.
- More than one-third of SPEA faculty conducts research or leads projects for the Center for Urban Policy and the Environment.
- SPEA faculty and staff are conducting projects for 11 different state agencies
Activities planned for 2006-2007:

- Establish Criminal Justice Research Center
- Establish Indiana Policy Institute
- Continue multiple collaborations with city and state agencies
- Participate in IUPUI TRIP initiative
- Spin off AIM project to the Indiana Juveniles Justice Task Force

Fiscal Health

- SPEA IUPUI maintained a positive annual balance for the fourth year in a row and now has an academic fund balance greater than $800,000.
- With respect to responses on use of the student technology fee:
  - Total expenditures were $81,522.
  - Under "Contractual obligations for shared .... the amount, $67,208, is for HELPNET, which operates as an enterprise fund in SPEA.
  - SPEA replaces all workstations in the SPEA computer laboratory, BS 1000, once every three years. Academic year 2005-2006 was an off year, and no replacements were made. Our allocation of technology fees therefore varies from year to year depending on the numbers of replacements made and whether it is the year machines are replaced.

* Fiscal health report for 2006-07 is attached as PDF file.

Reallocating Plan

Other Question(s)

1) Doubling goals: In what ways has and will your responsibility center contribute to the Chancellor's doubling goals for enrollment (retention and graduation rates and degree conferrals), research and scholarship (grants and contracts), and civic engagement (service learning, internships, community collaborations)?

SPEA IUPUI goals and objectives address the doubling goals for research, teaching, and service in multiple ways. This summary presents highlights.

Research

Progress towards the doubling goals is strongest in the area of research, where SPEA faculty and staff research and sponsored program income are at the highest levels since 2001-02 and more than triple amounts from 2003-04. SPEA IUPUI has focused on strategic relationships with state and local government, and funding from state and local government has increased more than 700% since 2001-02.

<table>
<thead>
<tr>
<th>Data in US Dollars</th>
<th>Fiscal Year</th>
<th>01-02</th>
<th>02-03</th>
<th>03-04</th>
<th>04-05</th>
<th>05-06</th>
</tr>
</thead>
<tbody>
<tr>
<td>Federal Government</td>
<td>75,834</td>
<td>16,650</td>
<td>0</td>
<td>51,766</td>
<td>31,250</td>
<td></td>
</tr>
<tr>
<td>State, Local, and Other Government</td>
<td>694,852</td>
<td>1,295,645</td>
<td>1,266,760</td>
<td>1,167,310</td>
<td>4,722,680</td>
<td></td>
</tr>
<tr>
<td>Foundations</td>
<td>4,979,681</td>
<td>90,908</td>
<td>240,859</td>
<td>2,083,509</td>
<td>699,293</td>
<td></td>
</tr>
<tr>
<td>Industrial and Commercial</td>
<td>27,108</td>
<td>0</td>
<td>98,000</td>
<td>91,000</td>
<td>236,500</td>
<td></td>
</tr>
<tr>
<td>Non-Profit and Higher Education</td>
<td>271,098</td>
<td>757,958</td>
<td>286,799</td>
<td>392,962</td>
<td>421,403</td>
<td></td>
</tr>
<tr>
<td>Total Income</td>
<td>6,030,573</td>
<td>2,161,161</td>
<td>1,892,418</td>
<td>3,776,547</td>
<td>6,111,126</td>
<td></td>
</tr>
<tr>
<td>Percent of Campus Total (%)</td>
<td>3%</td>
<td>1%</td>
<td>1%</td>
<td>2%</td>
<td>2%</td>
<td></td>
</tr>
</tbody>
</table>

[11]
In 2005-06, SPEA faculty had the highest external revenues per budgeted FTE ($258,780), the highest level for SPEA since at least 2001-02, the highest among all responsibility centers at IUPUI, and nearly $115,000 more per FTE than the School of Medicine, which generated $144,396 per FTE, and was the second highest ranked responsibility center.

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>01-02</th>
<th>02-03</th>
<th>03-04</th>
<th>04-05</th>
<th>05-06</th>
</tr>
</thead>
<tbody>
<tr>
<td>Research and Sponsored Programs Income per Budgeted Academic FTE</td>
<td>230,480</td>
<td>84,918</td>
<td>67,466</td>
<td>140,030</td>
<td>258,780</td>
</tr>
</tbody>
</table>

These outcomes reflect increases in submittal of proposals, where SPEA faculty and staff submitted 44 applications for external funding in 2005-06, the highest level since at least 2001-02. SPEA led IUPUI responsibility centers with applications per FTE (1.9), which is more than the School of Medicine, which averaged 1.3 submittals per FTE.

Teaching

SPEA IUPUI has made progress in increasing the number of undergraduate degrees, although fewer students earned degrees in 2005-06 than in 2004-05. The number of undergraduate degrees conferred has increased from 105 in 2001-02 to 125 in 2005-06, an increase of 19%. Enrollment in degree programs has fluctuated in the recent past, with recent growth in BSPH and BSPA programs offsetting a drop in BSCJ programs. A challenge for SPEA will be to address recent reductions in new undergraduate student headcounts.

<table>
<thead>
<tr>
<th>Degree Year (July through June)</th>
<th>01-02</th>
<th>02-03</th>
<th>03-04</th>
<th>04-05</th>
<th>05-06</th>
</tr>
</thead>
<tbody>
<tr>
<td>Certificates</td>
<td>100</td>
<td>90</td>
<td>73</td>
<td>75</td>
<td>53</td>
</tr>
<tr>
<td>Associate</td>
<td>12</td>
<td>18</td>
<td>25</td>
<td>11</td>
<td>11</td>
</tr>
<tr>
<td>Baccalaureate</td>
<td>105</td>
<td>113</td>
<td>112</td>
<td>137</td>
<td>125</td>
</tr>
<tr>
<td>Masters</td>
<td>103</td>
<td>70</td>
<td>99</td>
<td>95</td>
<td>77</td>
</tr>
<tr>
<td>Doctorate</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Professional</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Total</td>
<td>320</td>
<td>291</td>
<td>309</td>
<td>318</td>
<td>266</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Fall Semesters</th>
<th>2002</th>
<th>2003</th>
<th>2004</th>
<th>2005</th>
<th>2006</th>
</tr>
</thead>
<tbody>
<tr>
<td>Undergraduate</td>
<td>561</td>
<td>571</td>
<td>638</td>
<td>627</td>
<td>612</td>
</tr>
<tr>
<td>Graduate / Professional</td>
<td>450</td>
<td>467</td>
<td>379</td>
<td>380</td>
<td>379</td>
</tr>
<tr>
<td>Total</td>
<td>1,011</td>
<td>1,038</td>
<td>1,017</td>
<td>1,007</td>
<td>991</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Fall Semesters</th>
<th>2002</th>
<th>2003</th>
<th>2004</th>
<th>2005</th>
<th>2006</th>
</tr>
</thead>
<tbody>
<tr>
<td>New to IU</td>
<td>22</td>
<td>32</td>
<td>49</td>
<td>50</td>
<td>40</td>
</tr>
<tr>
<td>Transfers within IUPUI</td>
<td>123</td>
<td>112</td>
<td>78</td>
<td>118</td>
<td>87</td>
</tr>
<tr>
<td>Other New Students</td>
<td>26</td>
<td>33</td>
<td>37</td>
<td>38</td>
<td>26</td>
</tr>
</tbody>
</table>
Civic Engagement

SPEA IUPUI faculty and staff excel in the area of civic engagement, and most faculty and staff are engaged in community-based research. As noted above, SPEA IUPUI faculty initiated contracts for state and local government that totalled more than $4.7 million. Since 2005, SPEA has worked with at least 11 different state agencies and numerous local agencies. SPEA’s AIM program, which provides mentoring to incarcerated youth and helps them prepare reentry plans, operates in seven communities across Indiana.

Many faculty also are engaged in service learning and other programs to provide students opportunities to learn in the community. In addition to practica and internships, SPEA’s MPA and MHA programs include capstones that involve work with key public and health related organizations. The MPA program is offered in conjunction with the Office of the Mayor of Indianapolis. SPEA IUPUI initiated a new Indiana Leadership Program, a two-semester honors course for undergraduates that provides students opportunities to work with state agencies on key issues facing the state.

2) Diversity: What actions have you taken and what results have you achieved in retaining and graduating a diverse student body; enhancing diversity in research, scholarship, and creative activity; and recruiting, developing, and supporting diverse faculty and staff?

SPEA has historically had a relatively high proportion of minority students that has remained essentially constant at approximately 18% of all students. African American students account for 13% of SPEA students, which is more than three times the proportion of African American students in the IUPUI student body. SPEA’s success in this area reflects student interest in SPEA degree offerings; SPEA historically has not targeted minority students in recruitment strategies.

<table>
<thead>
<tr>
<th>Percentage data</th>
<th>2002</th>
<th>2003</th>
<th>2004</th>
<th>2005</th>
<th>2006</th>
</tr>
</thead>
<tbody>
<tr>
<td>Minority as a % of School Headcount</td>
<td>18%</td>
<td>18%</td>
<td>18%</td>
<td>19%</td>
<td>18%</td>
</tr>
<tr>
<td>African American as a % of School Headcount</td>
<td>14%</td>
<td>13%</td>
<td>14%</td>
<td>15%</td>
<td>13%</td>
</tr>
<tr>
<td>Minority Headcount as a % of Campus Headcount</td>
<td>5%</td>
<td>4%</td>
<td>4%</td>
<td>4%</td>
<td>4%</td>
</tr>
<tr>
<td>Atm Amer Headcount as a % of Campus Headcount</td>
<td>5%</td>
<td>5%</td>
<td>5%</td>
<td>6%</td>
<td>5%</td>
</tr>
</tbody>
</table>

An unacceptably high proportion of SPEA students, including minority students, are on probation and critical probation. SPEA has initiated several programs to increase retention of these students, including mandatory meetings with advisors prior to registration and, in some cases, restrictions on hours of study. Programs have not been targeted at minorities. SPEA will consider programs aimed at minority students in the future.

SPEA’s affirmative action plan establishes goals for increasing minority representation on faculty and staff. Consistent with guidelines, SPEA designates individuals on search committees to ensure that consideration is given to minority candidates when minority status can be identified. SPEA was successful in recruiting an additional African American staff member.

In 2006, SPEA hosted a series of lectures and symposia by minority scholars. This series has included Dr. Samuel Brown from University of Nebraska-Omaha, Dr. Michael Johnson from Carnegie Mellon University, and six Diversity Partners funded by the Robert Wood Johnson Active Living Research program. One objective of this program is to highlight SPEA and IUPUI as places that are welcoming for minority scholars.

3) Campus collaboration: In what ways has your unit collaborated with other units to enhance teaching and learning and/or research and scholarship? What plans do you have to strengthen collaborative activities in coming years?

SPEA initiated several collaborative initiatives with other units. These initiatives included:

- a new graduate certificate with the School of Library and Information Science, which enrolled its first students in 2006;
- a new undergraduate degree program, the Bachelor’s of Science in Environmental Science, which is being coordinated by the
- a new undergraduate degree program, the Bachelor of Science in Environmental Science, which is being coordinated by the School of Science and has enrolled its first students;

- joint recruitment of a Visiting Associate Professor, Dr. Greg Arling, who has a three-year, joint appointment with SPEA and the School of Medicine and is working with the Center for Health Policy and the IU Center for Aging Research.

- a Commitment to Excellence proposal with the Center on Philanthropy which successfully competed for funding and recruited a world renowned scholar, Dr. Adrian Sargeant, who joined SPEA in fall 2006 and will work with other researchers at the Center on donor loyalty;

- a Commitment to Excellence proposal with University College which successfully competed for funding and recruited a new clinical professor, Mr. Jim White, who joined SPEA in fall 2006 and will work with UC to recruit students to our new Public Safety Management degree program; and

- a new consortium between SPEA’s Center for Health Policy, the School of Law’s Center for Law and Health, and the School of Medicine’s Center for Bioethics.

In 2006-2007, SPEA will explore a joint degree with the School of Social Work, and the Center for Urban Policy and the Environment will collaborate with the Center on Philanthropy, the Polis Center, and Indiana Business Research Center on projects and on studies to explore the feasibility of co-location of research operations. In addition, to these institutional initiatives, SPEA faculty continue to collaborate on individual research projects.

4) International scholarship: How extensively are faculty in your school involved in research on international topics or in collaborations with international colleagues? Please cite some examples.

Several SPEA faculty have international research and teaching interests, but most faculty are not engaged in international research. Achievements in 2006 included:

- SPEA faculty member James Perry was named a Senior Fulbright Scholar and will receive support for teaching and study in South Korea as part of his sabbatical during the 2006-2007 academic year (http://php.spea.iupui.edu/perry/). Perry also received a Post Doctoral Fellowship from the Catholic University of Leuven in Belgium to study in Leuven during his sabbatical.

- SPEA Professor Alfred Ho was invited to give a keynote lecture at Sun Yat-Sen University in Guangzhou, China. Ho’s lecture focused on research methods and design in public administration.

- Alfred Ho received a $112,000 grant to host approximately 30 public administration students from the National Academy of Public Administration in Kazakhstan. The students participated in a four-week, non-credit course in Indianapolis that included numerous trips to state and local public agencies.

- SPEA lecturer Natalia Rekhter received a $30,000 award from the International Research and Exchange Board to assess the AIDS related knowledge base among middle and high school students and educators in rural Russia.

- SPEA worked with the Office of International Affairs in April 2006 to host a high ranking delegation from the Free State Province of South Africa. The six-member delegation, which was led by the Free State Minister of Agriculture and the Premier’s Director General, explored opportunities to collaborate with both IUPUI and the State of Indiana in the development of new programs to train government officials and to pursue mutually advantageous economic development strategies.

5) Internationalization of curriculum: How extensive are international perspectives and content in curricula in your school? Are international perspectives present in the core requirements for undergraduate degrees? Are there degree or certificate programs with an international emphasis? Do you have study abroad programs?

SPEA IUPUI made two significant changes in 2005-2006 to internationalize its curriculum:

- SPEA lecturer Natalia Rekhter initiated a new IUPUI study abroad program in Russia in May 2006. Rekhter led 10 intrepid IUPUI students on a study of health care and hospital administration in Russia. This is SPEA IUPUI’s first study abroad course.

- A new foundational course, V598 Governing and Leading in a Global Society, was added to the core classes of the Master of Public Affairs program. This course is designed to fulfill the new competency in globalization that has added to the MPA program following a recent program review and revision.