Mission

The mission of the Kelley School of Business Indianapolis is to be the business school of choice in Central Indiana -- for students and for companies -- and a school where first-rate scholarship and good practice meet.

Goals and Objectives

- Enhancement of existing degree programs
- Evening MBA
  
  Campus Planning Theme: Teaching and Learning
  Secondary Goals:
  Sub Unit:
  Time Frame:

Actions taken for 2009-2010:

- The Evening MBA Core requirements were modified to improve the Core experience in two ways. First, a dedicated Quantitative Methods class was added to the Core requirements for graduation. Second, the international business dimension requirement was changed to provide students with additional course choices so that they may tailor their international business education to their career goals.
- The Evening MBA Program expanded its international experience offerings with the addition of the BE 599 Emerging Markets Course in the spring 2010 semester. This course will be offered each year and will offer students the opportunity to study and visit an emerging market country, with the visit occurring during the Spring Break week.
- Changes were made to the administration of the Social Entrepreneurship Certificate jointly offered with the School of Public and Environmental Affairs to provide greater flexibility in the offering of the certificate on both the Bloomington and Indianapolis campuses. These enhancements should increase the attractiveness of the Social Entrepreneurship Certificate to current students.
- There have been increased opportunities for MBA student engagement in life sciences business issues as a result of course offerings, increased opportunities for student participation in the Center for the Business of Life Sciences conferences, and increased involvement by the Faculty Chair with the MD/MBA students and the Forum course.
- The new full-time position of Director of Graduate Programs was created in spring 2010. An important responsibility of this Director is the recruitment of potential applicants to the Evening MBA Program. The Director will also be instrumental in the development of new graduate programs.
- Increased efforts have been made to reach out to Kelley Indianapolis MBA Alumni. Alumni are being engaged in helping to recruit talented prospective students into the program and in professional development mentoring activities.
- The Evening MBA Program undertook several new recruiting initiatives, including increased internet marketing, increased Evening MBA presence at local industry and community events, and increased engagement with other IUPUI programs and Kelley alumni.
- The Evening MBA Program continues to emphasize the importance of professional development in its curriculum and provided increased opportunities for networking, leadership development, and the assessment and refinement of students’ professional goals.
Evidence of Progress for 2009-2010:

- The Kelley Evening MBA Program was ranked 10th among all part-time MBA programs and fourth among part-time MBA programs at public universities in the U.S. by U.S. News and World Report.
- The spring 2010 Exit Survey of Evening MBA graduates indicated improved satisfaction with the MBA program.
- There has been an increase in prospective students’ awareness of the Evening MBA Program as a result of several new marketing initiatives taken in early 2010.

Activities planned for 2010-2011:

- The Program will continue to enhance its recruiting efforts. The program is building a better contact system for prospective candidates, engaging Kelley MBA alumni, and increasing its marketing of the program on the web and at Central Indiana events.
- The Evening MBA Policy Committee will conduct a review of the Evening MBA core curriculum to ensure that it continues to provide the essential core body of knowledge to the Evening students. This review will consider the number, the content, and the sequence of courses to ensure the Evening Program continues to deliver a core curriculum that meets the needs of students who aim to be future business leaders in the global economy.
- The Evening MBA Program will continue to examine ways in which it can meet students’ increased demands for leadership and professional development.
- The Program will continue to explore other opportunities for dual degree program arrangements on the IUPUI campus.
- The Evening MBA Program will be collecting and analyzing information in preparation for the Kelley School’s AACSB assessment.

Masters of Science in Accounting and Masters of Science in Taxation

Campus Planning Theme: Teaching and Learning

Secondary Goals:

Sub Unit:

Time Frame:

Actions taken for 2009-2010:

- The MSA Program completed its eleventh full year of operations with the graduation of the class of 2010 (academic year 2009-2010). The fall 2007 class was the last to graduate with the Master of Professional Accountancy degree. Beginning January 2008, the name of the program changed to the Master of Science in Accounting. In 2000, the program graduated 10 students while in 2001 that number increased to 30 students. The graduating class of 2010 numbered 74.
- An outgrowth of the MSA was creation and development of a proposal for the creation of Master of Science in Taxation (MST). The program was approved by the university in May 2008 and was awaiting approval by the Indiana Commission for Higher Education (ICHE) in 2008-2009. It was approved in 2009 and began admitting students in the spring semester of 2009. This program is the only one of its kind in the state of Indiana. By having an MST, Indianapolis joins the ranks of most major metropolitan areas that have such programs. The program enables individuals to prepare for a career in taxation. It is a 30 credit hour program, consisting of 24 hours of taxation and 6 hours of electives.
- The goal of MSA program is to maintain its enrollments at the current level, graduating between 60 and 80 per year.
• The MST program is in its infancy. The long-term goal of the MST program is to graduate between 40 and 50 per year.
• To maintain and increase enrollments, the programs are involved in a number of activities, including sponsorship of programs with the Indiana CPA Society.
• This year a new Director of Graduate Programs was hired. One of his specific responsibilities is student recruiting. In this regard the MSA and MST programs were represented at several recruiting events delivered throughout the state.
• In addition, the MSA program continued to partner with Becker CPA Review to develop an intensive CPA review course.

Evidence of Progress for 2009-2010:

• The MSA class matriculating in fall of 2008 was the largest ever, a total of 75 students. In 2009, enrollments topped that number, coming in at 80. This pushed our graduation numbers for 2010 to the highest ever. Of these amounts, the number of international students continue at about 30 percent of the student population.
• The MST program started enrolling students officially in the fall of 2009. The first MST course offered was an online course and attracted 20 students. There were no graduates of the MST in 2010. However, at this writing, the program is seeing steady growth.
• The strength of the MSA program and its outreach to the community enabled the school to secure funding for a faculty fellowship from the accounting firm of BKD. Reed Smith was the recipient of this fellowship. This amount is in addition to contributions in the prior years by BKD to the Learning Spaces project that has significantly enhanced the second floor of the Business-SPEA building.
• The MSA Luncheon Speaker Series sponsored by the MSA Student Association continued this year with a number of luncheons and special events. The MSA program also hosted its ninth annual MSA Picnic.

Activities planned for 2010-2011:

• Improve the website interaction for the MST program to provide more details about the program and enhance recruiting.
• Increase advertising for the MSA and MST program to enhance community knowledge of the program, student awareness, and student recruitment.
• As the MST program grows, we will need to be more active in the placement market to help students with placement opportunities.
• Explore opportunities with the Law School to establish a joint JD/MST program. Many students seeking the MST are either in Law School or are already lawyers. The interaction of tax law and accounting is a natural expansion of the program.
• Continue the Luncheon Speaker Series sponsored by the MSA Student Association to increase connections with industry professionals and potential employers.
• Develop a student exit survey.
• AACSB assessment – This year learning goals were established for both the MSA and MST program. In the coming academic year course embedded measurements will be complete.

Undergraduate Program
Campus Planning Theme: Teaching and Learning
Secondary Goals:
Sub Unit:
Time Frame:
Actions taken for 2009-2010:

- Todd Roberson, undergraduate recruitment coordinator, and the Kelley Advising office continued to work to increase overall enrollments and direct admits. Activities include visiting 22 high schools; guest lectures at 13 high schools; on-site transfer advising program with Ivy Tech, and working with the Office of Admissions to implement a communications plan that included mailing 8000 prospect cards. Personalized congratulatory notes are also sent to Direct Admit candidates.
- AACSB Assessment – We completed our third collection of assessment data on all core business classes. Faculty members have introduced methods to improve student learning based on these assessments.
- PUL Assessment – Every core undergraduate class identified PUL goals for the course. Several faculty members piloted evaluating the PULs.
- International Experience – In Summer 2010, we offered a special section of International Business Environment (D301) where 11 students spent 9 days in Strasbourg, France.
- Completed and signed a 2+2 articulation agreement with Vincennes University
- We continue to work with Sun Yat-Sen University in China on a dual degree program
- Hired a new director for Certificate and Minor program
- Taught one section of Integrated Core (Marketing, Finance, and Operations Management) using a hybrid (online and face-to-face) delivery
- There were **634 full-time** positions and **742 internships** posted on KelleyCareers, the Kelley School of Business Indianapolis job search database. These numbers represent an approximate 27% increase in postings compared to the 08-09 academic year. Currently, **2,470 employers** involved in the recruitment of Kelley Indianapolis students are listed on KelleyCareers.

Evidence of Progress for 2009-2010:

- 65.1% of graduating seniors responded to our Senior Exit Survey, the highest response rate to date.
- 96.3% of our seniors would recommend us to a close friend or relative
- Over 90% of our students state that Kelley is committed to our Honor Code
- Over 90% of our students state that our instructors are accessible and responsive to students
- Undergraduate retention of students, freshman to sophomore, increased 8% this past year and almost 20% since 2004 – 2005. Retention this year was 92%.
- As evidence of the quality of the Kelley faculty, two faculty members received the Trustees Teaching Award (Mark Frohlich and James Smith) and one faculty member received the Schuyler Otteson Outstanding Undergraduate Teaching Award.
- As evidence of the quality of our student services, Jaime Clougher and Maureen Kinney were named Faculty Fellows in Service Learning Program
- Jane Lambert was named IUPUI Student Employee Supervisor of the Year, 2009
- Business Simulation – Kelley seniors compete against about 2000 teams worldwide on the Capstone Business Simulation. Since 2007, more than half of Kelley’s teams have ranked in the top 10%. In the online examination assessing individual business acumen and knowledge more than 60 percent of Kelley undergraduates score in the top 25 percent.
- Indiana CPA Society Case Team Competition – Chad Beauchamp III, John-Paul W. Felter, David C. Lane, and Molly Utterback placed first among all Indiana colleges and universities invited to participate.
- IUPUI Top 100 – Nine Kelley students were selected to be among the Top 100 students at IUPUI. Two Kelley students were in the Top 10. Kelley represents approximately 6% of the IUPUI undergraduate student body.
- The Kelley Entrepreneurship Club won three awards for leadership: 3 Star Student Organization, Large Registered Student Organization of the Year, and USG Student Organization of the year.
- Professor Martin Birt, Lecturer in Accounting was recognized as one of “Forty Super CPA’s” in Indiana.
- Professor Kent Whorst, Chair of the Accounting Department, received the IUPUI Distinguished Faculty Award.
Professor Ken Wendeln, Clinical Associate Professor, was inducted as a new member of FACET.

UNDERGRADUATE APPLICATIONS AND ENROLLMENTS

<table>
<thead>
<tr>
<th>Year</th>
<th>Applications</th>
<th>Enrollments</th>
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<tbody>
<tr>
<td>2004–2005</td>
<td>516</td>
<td>949</td>
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<tr>
<td>2005–2006</td>
<td>493</td>
<td>948</td>
</tr>
<tr>
<td>2006–2007</td>
<td>589</td>
<td>455 Enrollments: 957</td>
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<tr>
<td>2007–2008</td>
<td>608</td>
<td>480 Enrollments: 967 (fall), 983 (spring)</td>
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<tr>
<td>2008–2009</td>
<td>605</td>
<td>441 Enrollments: 1000 (fall), 1000 (spring)</td>
</tr>
<tr>
<td>2009–2010</td>
<td>632</td>
<td>479 Enrollments: 1070 (fall), 1071 (spring)</td>
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Undergraduate Retention Rates

<table>
<thead>
<tr>
<th>Year</th>
<th>freshmen/sophomore</th>
<th>junior/senior</th>
<th>all</th>
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<tbody>
<tr>
<td>2004–2005</td>
<td>73%</td>
<td>91%</td>
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<tr>
<td>2005–2006</td>
<td>87%</td>
<td>92%</td>
<td>91%</td>
</tr>
<tr>
<td>2006–2007</td>
<td>86%</td>
<td>92%</td>
<td>90%</td>
</tr>
<tr>
<td>2007–2008</td>
<td>84%</td>
<td>92%</td>
<td>91%</td>
</tr>
<tr>
<td>2008–2009</td>
<td>92%</td>
<td>92%</td>
<td>92%</td>
</tr>
<tr>
<td>2009–2010</td>
<td>90%</td>
<td>93%</td>
<td>92%</td>
</tr>
</tbody>
</table>

UNDERGRADUATE JOB PLACEMENT SUCCESS

<table>
<thead>
<tr>
<th>Year</th>
<th>full-time jobs</th>
<th>internships</th>
</tr>
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<tbody>
<tr>
<td>2005</td>
<td>90</td>
<td>112</td>
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<tr>
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<td>2009</td>
<td>109</td>
<td>104</td>
</tr>
<tr>
<td>2010</td>
<td>90</td>
<td>90</td>
</tr>
</tbody>
</table>

UNDERGRADUATE GRADUATIONS

<table>
<thead>
<tr>
<th>Year</th>
<th>Number</th>
</tr>
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<tbody>
<tr>
<td>2004–2005</td>
<td>366</td>
</tr>
<tr>
<td>2005–2006</td>
<td>358</td>
</tr>
<tr>
<td>2006–2007</td>
<td>335</td>
</tr>
</tbody>
</table>
Activities planned for 2010-2011:

- PUL Assessment – Every core undergraduate class will complete PUL assessment on its primary and secondary PUL. Elective courses will be assessed in Fall 2011 and Spring 2012 and we expect to complete PUL assessment on every course in the Kelley curriculum by Spring 2013.
- International Experience – In Summer 2011, we will again offer a special section of International Business Environment (D301) where students will spend 10 days in Strasbourg, France.
- Develop a scholarship appeal to alumni
- Professor Todd Roberson, Lecturer in Finance, was awarded a fellowship to work with administration at IPS Northwest High School to expand and improve Business Magnet.
- Review the undergraduate curriculum in light of Indiana University’s revisions to General Education requirements, pending revisions to the Kelley Bloomington Undergraduate Program, and Senior Exit Survey results.
- Finalize a dual degree program with Sun Yat-sen University in China. This program will increase our international reputation and enhance our international student population on the IUPUI campus.
- Develop and gain approval for a Security Management minor for SPEA and Kelley students.
- Increase employer/student programming sponsored by specific student organizations and the CPO including job fairs, speaker series and job shadowing.
- Work with a Diversity Scholarship Research Program student on a research project.
- Increase Kelley Indianapolis profile with regional and national external partners by collaborating with our new Honors College and other academic units to leverage IUPUI honor students and Kelley
- Continue to discuss and plan for the role of hybrid and online courses as part of the undergraduate degree program.
- Indianapolis honors students to begin national recruiting program for internships and full-time placement.
- Collaborate with other academic units on campus to create uniform policies and procedures for for-credit experiential learning opportunities to streamline existing frameworks in order to assist external partners in recruiting Kelley students.
- Further collaborate with the IUPUI Solutions Center to increase the number and quality of experiential learning projects for Kelley students.
- The Career Planning Office is expanding career related programming to better serve a wider audience of students. Included in (but not limited to) this programming are a variety of targeted workshops, networking events with a broader scope, and Career Peers, a new group of selected Kelley students to act as ambassadors of the CPO

Improve School operations

Continue to plan for the Innovation Center building that will house the Kelley School Indianapolis as well as units from the School of Science and the School of Engineering.

**Campus Planning Theme:** Best Practices

**Secondary Goals:**

**Sub Unit:**

**Time Frame:**

Actions taken for 2009-2010:
In 2010, we restructured the administrative and staff for Kelley Indianapolis. We redesigned the staff and faculty resulting in three new positions. These are: Associate Dean of Indianapolis Research and Programs, Undergraduate Program Director, and Graduate Program Director. Staff was reorganized under this new structure. This will allow the program to continue to expand, serve more students, and enhance programs.

Each area (Diversity, Career Planning Office, External Relations, and Programs) was asked to develop metrics. The metrics are used at the monthly staff meeting to report on progress related to goals and the impact of actions on the goals established.

Physical space continues to be a major challenge for Kelley Indianapolis. In the 2009-2010 academic year we completed the process of moving our external affairs staff to a new space on the first floor of the BS building. We also began a process of rearranging existing space to create five additional faculty offices on fourth floor of the BS building. To accomplish this we have built out the space previously devoted to adjunct faculty and have created a smaller and more efficient adjunct area on the north end of the fourth floor.

We built out a first floor area of the building to house our external affairs department in a single area. Previously, the external affairs staff was spread in different locations of the fourth floor. This will permit greater cohesion while opening up additional office space for faculty growth.

We participated with the IUPUI Service with Distinction Taskforce. At our staff meeting, we discussed barriers to delivering service with distinction in our program. Of the overall areas suggested in the IUPUI report, we identified training as one area. We encouraged several staff members to attend conferences in their area for professional development and potential advancement. Lack of resources were also identified as a major constraint. Because of the increase in the size of the Kelley School, without the addition of new space, staff serve in a more crowded environment. We have outgrown the current administrative space on the third floor. We have contacted the university architects to design an improved work space on third floor that will recombine the staff and the number of offices. Staff felt less engaged. Part of this was related to the fact that staff had not received a raise in the prior two years. We have used several events (potlucks, picnics) to promote staff interaction and morale. With the recent raises, we hope to see an increase in staff morale. Third floor staff participated in an annual retreat and Strengths Quest training. Each member was asked to complete the Strengths Quest book and a personal evaluation. A trainer lead discussion to gain greater understanding on how individuals think and interact as well as an assessment of our office strengths and areas where we did not have staff members with some areas of strengths. The goal is to increase communication and appreciation of the unique strengths of our staff members.

One of our goals last year was to find the resources necessary to build the kinds of relationships with our alumni that has been lacking. We now have an individual focused on special events and alumni programming.

Evidence of Progress for 2009-2010:

- Completed remodel of fourth floor to increase faculty and staff office space.
- Jane Lambert received IUPUI Student Employee Supervisor of the Year, 2009
- Jaime Clougher and Maureen Kinney received best of region award at the NACADA conference and were invited to present at the national NACADA conference. Their presentation centered on our Road Trip Nation section of our Learning Community course that has helped to increase student retention and satisfaction with Kelley programs.
- Undergraduate retention of students, freshman to sophomore, increased 8% this past year and almost 20% since 2004 – 2005. Retention this year was 92%.
- For the AY 2009-2010, there were 634 full-time positions and 742 internships posted on KelleyCareers, the Kelley School of Business Indianapolis job search database. These numbers represent an approximate 27% increase in postings compared to the 08-09 academic year. Currently, 2,470 employers involved in the recruitment of Kelley Indianapolis students are listed on KelleyCareers.
- Approximately 3,007 students have created accounts on KelleyCareers. Along with currently enrolled undergraduates, KelleyCareers also serves 418 graduate students (MBA, MSA, & MST) and 739 Kelley alumni. In 2010-11, there were 274 registered employers and 2,900 individual job postings.
During the 09-10 academic year, the CPO has logged about 2,000 email and telephone counseling sessions, as well as 600 in-office.

External Affairs has established or expanded Kelley communications using Blogs (10 active users), Website (14,085 page visits and 9,383 unique visitors), Facebook (793 fans), and Newsletters (Bizbeat has 972 subscribers in undergraduate). They are developing a more formal communication with alumni and graduate students.

Activities planned for 2010-2011:

- We are in the process of hiring architects to evaluate our third floor space and determine how to add two to four offices to this space. This will allow us to recombine our staff and increase efficiency of communication and work patterns.
- We will evaluate our ability to keep up with our web changes and need for staffing.
- We will continue the annual staff meeting and use the meeting to increase communication and understanding of fellow staff members.
- The Career Planning Office is expanding career related programming to better serve a wider audience of students. Included in (but not limited to) this programming are a variety of targeted workshops, networking events with a broader scope, and Career Peers, a new group of selected Kelley students to act as ambassadors of the CPO.
- External Affairs has established Twitter and YouTube communications.

☑ Improved research productivity of faculty

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

**Campus Planning Theme:** Research, Scholarship and Creative Activity  
**Secondary Goals:**  
**Sub Unit:** None  
**Time Frame:** On-going

**Actions taken for 2009-2010:**

1. We continued to provide internal financial support for faculty research through summer research grants and a teaching load reduction program for active publishers.

2. We continued to support an active Kelley Indianapolis Colloquium series.

**Evidence of Progress for 2009-2010:**

1. **Number and Quality of Publications in Top Research Journals.**
   - 2009 A/A- publications per the Kelley School list: 15
   - 2008 A/A- publications per the Kelley School list: 10
   - 2007 A/A- publications per the Kelley School list: 10
   - 2006 A/A- publications per the Kelley School list: 15
   - 2005 A/A- publications per the Kelley School list: 11
   - 2004 A/A- publications per the Kelley School list: 14

2. **Participation in Kelley School Teaching Load Reduction Program (TLRP)**
   - The Kelley School has a competitive teaching load reduction process in which faculty from both Bloomington and Indianapolis are eligible.
3. Participation in Kelley School Competitive Summer Research Grant Process.
The Kelley School has a competitive summer research grant process in which faculty from both Bloomington and Indianapolis are eligible.

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

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

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

5. Faculty Received Research Awards/Grants in 2009.
- National Institutes of Health (NIH) Research Grant Funded, Title: "HIV Testing and Women's Attitudes on HIV Vaccine Trials", Investigators: Gregory Zimet (PI), Dena Cox, Anthony D. Cox, Rose Fife, Kenneth Fife, $2.3 million over the years April 2006 through 2011.
- Private Company Research Grants Funded, Merck, Sharp and Dohme Research Laboratories, Title: "Brief Interventions to Increase HPV Vaccine Acceptance in School-Based Health Centers", Investigators: Vaughn Rickert (PI), Dena Cox, Greg Zimet, Susan Rosenthal, $500,000 over the years June 2009 to June 2012.
- Private Company Research Grants Funded, Merck & Company Research Grant, Title: The Effect of Two Interventions on HPV Acceptance Among Minority Women, Investigators: Dena Cox (PI), Anthony D. Cox, $79,410 over the period June 2008 to June 2010.
- Professor Barb Flynn, Keynote Address, Research Symposium on Operations Strategy and Supply Chain Management, Chong Qing, China, July, 2009
- Professor Barb Flynn is researcher for Funded Research with Professor Zhao, Xiaobei, "A Cross-cultural Investigation of Power, Relationship Commitment and Supply Chain Integration." Research Grant Council of Hong Kong. Total amount of grant HK$628,000. Funded from 2008 through 2010. Serve as researcher.
- Professor Marjorie Lyles, Keynote Speaker, Conference on Marketing Innovation and Strategic Management of Transition, South China University of Technology, Guangzhou, China, July, 2009
- Professor Marjorie Lyles received IU Office of International Affairs Competitive Research Grant, 2009. $2500.
- Professor Marjorie Lyles received Indiana Chamber of Commerce, International Strategies of Indiana Firms, 2009. $5000

Yield Smith, David's Principal Investigator, "Building a Total Cost of Ownership Scorecard for the
6. Publications in 2009


7. Chairs, Professorships, and Faculty Fellowships.

In fall 2009, of 28 Kelley Indianapolis tenure track faculty members,

- 5 faculty held Chairs/Professorships
- 7 faculty held Faculty Fellowships

8. Media Exposure:

Number of times that Kelley Indianapolis faculty were quoted in the media as faculty experts in their discipline.

- 2009-2010: over 601 unique media hits
Activities planned for 2010-2011:

1. Continue pursuit of funding for the Crossroads Center for global Supply Chain, which will have a significant research component.
2. Continue to emphasize our interdisciplinary Research Colloquium.
3. Provide additional incremental internal funds to support faculty research.
4. Continue to pursue funding for Faculty Fellowships and Chairs to support faculty research.
5. Support faculty sabbaticals to enhance research.
6. Hired one new tenure track faculty, replacing a faculty member that left

We expect to continue the same activities in 2010-2011 as we did in 2009-2010 and measure the outcomes the same way as we did for 2009-2010.
1. We will continue to promote an active research culture in which faculty are encouraged to publish in top academic journals.
2. We will continue to provide internal financial support for faculty research.
3. We will continue to support an active Kelley Indianapolis Colloquium series.
4. We plan to hire one additional tenure track faculty (starting Fall 2011) to promote research, school reputation, and teaching.

Student Diversity

☑ Improve Recruiting and Retention of Minority Students

Campus Planning Theme: Campus Climate for Diversity

Secondary Goals:

Sub Unit: None

Time Frame: Ongoing

Actions taken for 2009-2010:

- The School again sponsored the Business Opportunity Program (BOP) of the Center for Leadership Development (CLD) from mid-January through late March. This sponsorship took the form of faculty and staff support and the use of Kelley facilities. These are all geared to help with the high school pipeline development of diverse students into Kelley.
- The School also supported several events, with one having statewide impact, to help with increasing our visibility in the Latino community and in the attractiveness of Kelley for those students. Another School aim regarding our involvement was to better promote higher educational aspirations for those students and families. We shared involvement in these Latino-related activities:
  - Hosted approximately 65 high school students for an orientation to business and Kelley Indianapolis, in particular. It was part of the annual, summer, National Society of Hispanic MBA’s (NSHMBA) Project Stepping Stone event for the week of June 13.
  - Supported the Indiana Latino Institute (ILI) in its 3rd year plans for Educational Fairs for area high schools, such as Ben Davis and George Washington Community High School Education Fairs.
  - Hosted a meeting with members of the local chapter of ALPHA, (Association of Latino Professionals in Finance and Accounting) and NSHMBA to foster a greater sense of partnership and mutual benefit on behalf of our students. Each group, including Kelley’s graduate division, provided a presentation to summarize their purpose, target audience and ways in which they felt we could work together. This meeting was concluded over lunch, with a commitment to call upon the other as opportunities or needs arose.
- In like manner, as stated above, we agreed to provide greater partnership and support for 3 other groups with...
Evidence of Progress for 2009-2010:

Number of reported minority students matriculated:

<table>
<thead>
<tr>
<th></th>
<th>Spring 2008</th>
<th>Spring 2009</th>
<th>Spring 2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>Undergrad</td>
<td>180</td>
<td>191</td>
<td>192</td>
</tr>
<tr>
<td>MBA</td>
<td>51</td>
<td>58</td>
<td>72*</td>
</tr>
<tr>
<td>MSA</td>
<td>38</td>
<td>40</td>
<td>40**</td>
</tr>
</tbody>
</table>

*Estimated figure excludes Native Americans (NA)

** Estimated figure: excludes NA but includes Masters of Science in Taxation students.

Activities planned for 2010-2011:

- Visit area high schools, particularly schools where there is a large number of minority students
- Sponsor the Business Opportunity Program (BOP) of the Center for Leadership Development (CLD). These are all geared to help with the high school pipeline development of diverse students into Kelley.
- Support several events, with one having statewide impact, to help with increasing our visibility in the Latino community and in the attractiveness of Kelley for those students. Better promote higher educational aspirations for Latino students and their families.
- Further develop partnership and support for 3 groups with local chapters: the National Association of Black Accountants (NABA), National Association of Black MBAs (NABMBA) and the Asian American Alliance Of Indianapolis (AAAI). Our hope is that through mutual efforts to strengthen our partnership, students will seize these opportunities for networking, internships and other professional development. In a similar manner, these organizations will see our graduate and undergraduate students as a good source for event volunteers, potential members, recipients of scholarships, internships, etc. We remain optimistic on the potential value of this partnership.
- Work with the Kelley Diversity Council for brainstorming and implementation of new recruitment, retention and/or graduation related events regarding our diverse undergraduate student body.
- Increase funding for diversity-centered scholarships for incoming freshmen.

Fiscal Health

Reallocation Plan
1. Please describe faculty/staff participation in the planning process in your unit. What factors strongly influence your budget and planning priorities? Please give examples, which might include attracting and retaining undergraduates, strengthening graduate programs, building collaborative partnerships, increasing diversity in faculty and student populations.

Kelley Indianapolis is updating its strategic plan. Members of the Strategic Planning Committee interviewed all faculty members individually to learn their views on the strength, weaknesses, opportunities and threats to our programs. From these initial conversations, a strategic plan has been developed. The next stage of the strategic plan will be to seek further input from faculty, students, alumni and other stakeholders. We will then develop action plans to prioritize new program and research opportunities.

Concurrently we are evaluating all existing programs including discussions of curriculum changes, recruitment initiatives, timing of offerings, and delivery methods.

Kelley Indianapolis will continue to emphasize direct admission of top high school students with a focus on attracting and retaining a diverse and highly qualified student body through scholarships, innovative and experiential learning, and post-graduation opportunities. We also work closely with high-quality transfer students both domestically and internationally. We are working on finalizing an agreement with Sun Yat-sen University in China to provide the final two years of their undergraduate education to 10 to 20 students per year. Further, we will focus on obtaining gifts and grants to fund additional scholarships and endowed chairs to make a Kelley Indianapolis education affordable for high quality students.

Our evening MBA program was recently ranked Number 10 in the nation by U.S. News and World Report. Our evening MBA program has reevaluated the entry requirements, our core curriculum, and enhanced opportunities for students to engage in international education opportunities, including recent consulting trips to China, Brazil, and Russia. The Evening MBA Program continues to emphasize the importance of professional development in its curriculum and provides opportunities for networking, leadership development, and the assessment and refinement of students' professional goals. Our Enterprises engage students in challenging and meaningful projects that apply knowledge learned in the classroom to actual business problems while strengthening relationships between the local business community, our students and faculty.

Due to the increase in quality accounting graduates, the pool of potential employees has increased making IUPUI a more attractive place to recruit. Consequently, more employers are contacting us about our students. This in turn has increased the number of internship opportunities for our students. Our new Master of Science in Taxation (MST) program is a one-of-a-kind in the state of Indiana. No other university or college in Indiana offers an MST program. The creation of the MST fills a void for the state of Indiana and Indianapolis as most major metropolitan areas have such programs.

For all programs, our technology and experiential learning opportunities will attract students seeking innovative curriculum opportunities and outstanding placement opportunities from internships through post-graduation employment.

To enhance our reputation, meet expanding program opportunities, and enhance community engagement, within the next three to five years, we intend to increase our faculty by two to three new tenure track positions and one or two Lecturer or Clinical positions. These high quality faculty members will be supported by increased funding for 2-4 endowed chairs/professorships and will enhance our research output leading to greater research grants.

We are providing greater networking and professional development opportunities within the local Indianapolis community through interaction with many diverse business organizations. After a set of meetings and luncheons, some common synergies and interest was confirmed between Kelley Indianapolis graduate and undergraduate program
officials and leadership of these local or national groups of the: National Society of the Hispanic MBAs (NSHMBAs), Association of Latino Professionals in Finance and Accounting (ALPHA), National Association of Black MBAs, National Association of Blacks in Accounting (NABA), and Asian American Alliance of Indianapolis (AAAI). We hope that there will be several “win-wins” with these new partnerships, in encouraging our students to: (1) get more serious about their connections to mentors who are professionals in fields or companies of interest to them, networking, and overall professional development, (2) consider memberships in local professional organizations, and (3) begin seeing and experiencing the benefits that student and/or professional regional and/or national conferences can provide.

2. How do the plans within your unit align with the President’s Principles of Excellence and the Chancellor’s Guideposts? Please describe your process for integrating your unit’s plans with those of the campus.

An excellent education.

Faculty with cutting edge knowledge of current trends in business enhance the educational opportunities of students. Faculty are encouraged to promote their applied research in the community through press releases and quotes related to current events. The added publicity and recognition of faculty in the community increases recruitment of high quality students, awareness of faculty contributions, and placement of students through greater corporate interactions and academic reputation in the business community.

For all programs, technology and experiential learning developments will attract students seeking innovative curriculum opportunities and outstanding placement opportunities from internships through post-graduation employment will benefit students and alumni.

The Kelley School of Business needs additional space for our undergraduate and graduate academic advising as well as for new programs such as an Executive MBA and an Indianapolis based Executive Education Program. We are exploring these and other options but would need to house them off campus if we were to move forward with them. We also need space for offices to support a significant expansion of our joint MBA programs including the current ones with the School of Medicine and the Indianapolis Law School. We are also exploring new joint MBA program with the School of Dentistry. We expect to explore such programs with other schools such as the School of Nursing and the School of Social Work. We will need administrative staff to support these new programs.

An excellent faculty.

In order to match our growing student population we must hire additional faculty. Unfortunately, we do not have the office space for any significant expansion of our faculty. Additional space will be required if we are to hire new faculty. A proposed building renovation to expand the square footage of the Kelley School will allow us to hire and retain excellent faculty.

To enhance our reputation, meet expanding program opportunities, and enhance community engagement, within the next three to five years, we intend to increase our faculty by two to three new tenure track positions and one or two Lecturer or Clinical positions.

Excellence in research.

One goal is to increase incentives, time, and resources for faculty research to emphasize Kelley Indianapolis’ profile as the only business research education institution located in the central Indiana area. As the only central Indiana based business research education institution, this is a defining culture and area of differentiation in a competitive higher education market. Research-active faculty must work in an environment that promotes scholarly productivity and prominence that is translated in innovative business education for students, alumni, and business community.
A primary mission of the Kelley School of Business Indianapolis faculty is to conduct rigorous research and publish it in high quality journals. The Kelley Indianapolis website (http://www.kelley.iupui.edu/faculty/index.cfm) contains a complete vita for each faculty member, which reflects the breadth and depth of intellectual contributions of the Indianapolis faculty.

The addition of new space and restructuring of current space in the Business/SPEA building will allow for more faculty interaction which, in turn, will enhance the research climate of the Kelley School.

The international dimension of excellence.

We are working on finalizing an agreement with Sun Yat-sen University in China to provide the final two years of their undergraduate education to 10 to 20 students per year. Kelley has significant international program and research opportunities, but will need more space to support these activities.

Our evening MBA program has reevaluated the entry requirements, our core curriculum, and enhanced opportunities for students to engage in international education opportunities, including consulting trips to China, Brazil, and this next year Russia.

Excellence in Health Sciences and Health Care.

The Kelley School of Business Indianapolis has a strategic focus on the business of health care. We have Marketing faculty members who are active researchers in the health care arena and hope to hire new faculty in both Operations Management and Management who have a research and teaching focus on health care. The school needs new space for faculty offices and executive education to support these new initiatives in health care.

Excellence in Engagement and Economic Development

The Evening MBA Program continues to emphasize the importance of professional development in its curriculum and provided opportunities for networking, leadership development, and the assessment and refinement of students’ professional goals. Our Enterprises engage students in challenging and meaningful projects that apply knowledge learned in the classroom to actual business problems while strengthening relationships between the local business community, and KSBI students and faculty.

Experiential learning is defined as formal, supervised learning experiences that rely substantially on students’ applying through direct experience the knowledge and information acquired in their course. In the undergraduate program first year students complete a community service project where students frequently coordinate an event. In their junior year, ICore students study marketing, operations and finance. As part of their ICore project they contact a company in central Indiana, propose a new product offering or expansion, demonstrate a marketing program, propose the proper processes to implement the project, and evaluate the financial feasibility of the project. In their senior J411 course, our student run a simulated company that competes with over 400 international universities and 1000’s of students. As part of the assessment students complete the CompExM individual assurance of learning assessment. Of the 94 student teams, 46 (49%) ranked in the 90th percentile for balanced scorecard performance. In Fall 2008 and Spring 2009 there were no teams ranked below the 50th percentile for balance scorecard performance. Students may also gain experiential learning through a new supply chain management courses where student obtain their six sigma greenbelt by participating in a efficiency improvement project with a local business or not for profit.

The Evening MBA Program continues to emphasize the importance of professional development in its curriculum and provided opportunities for networking, leadership development, and the assessment and refinement of students’
Excellence in Advancement

High quality faculty members will be supported by increased funding for 2-4 endowed chairs/professorships and enhance our research output leading to greater research grants. Our proposed new space will provide significant new opportunities for fund raising. As a result, the timing on this initiative and the current Campaign for IUPUI is propitious.

Building for Excellence

The Kelley school will enhance programs through expanding funding for building, scholarships and endowed faculty chairs.

First is space. Kelley Indianapolis operates its programs in two locations, the IUPUI campus and Carmel. The choice of two locations within Central Indiana is a strategic choice to serve a broader students and community audience. However, the choice to locate staff in two locations, the IUPUI campus and the Urban League building, is due to space constraint on the IUPUI campus, not strategic choice. To further take advantage of the growth opportunities before the Kelley School, we need to obtain additional space on the IUPUI campus for staff, faculty, and executive education opportunities.

Second are scholarships to attract academic high achievers. Academic high achievers change the fundamental nature of classroom. Their enthusiasm and energy challenges everyone to excel. Faculty members are excited and gratified by these students' inquisitive attention, offering additional information in the course of classroom discussion. Other students pick up on the buzz and become more engaged. In the end, class is just more fun! Such students are leaders in campus organizations, often founding new clubs with acquaintances of similar interests. They pursue volunteer opportunities in local non-profits, gaining valuable work experience while helping the central Indiana grow. Having established themselves, they are more likely to remain in Indiana after graduation, contributing to our state's communities.

Third are faculty chair endowments. Talented students do not succeed at Kelley Indianapolis without talented faculty to teach them. It is a symbiotic relationship- each relies on the other. While students rely on a teacher to direct their studies, teachers rely on students to challenge the material and push deeper into the topic. Great faculty members inspire students' interest and ignite their passions. This is when careers are born. Kelley Indianapolis faculty members spend countless hours working with students beyond the classroom. Faculty members offer one-on-one time with students cultivating their academic interests. They serve as advisors to student consulting teams assisting central Indiana businesses. They organize academic competitions with other business schools, coaching students who compete. They facilitate industry contacts and assist students with job searches. They play a vital role in Kelley Indianapolis’s mission of transformation.

The Centrality of Information

The Kelley School of Business has been a pioneer in the use of distance technology for graduate education. The new space created by this expansion would allow us to continue to develop new technologies for excellence in distance education. The technologies housed in these new rooms will permit Kelley to expand executive education, enhancing the quality and scope of Indiana businesses. Faculty, students and alumni will use the facilities to interact with companies and universities throughout the world, creating global opportunities for enhanced interaction.
We participated with the IUPUI Service with Distinction Taskforce. At our staff meeting, we discussed barriers to delivering service with distinction in our program. Of the overall areas suggested in the IUPUI report, we identified training as one area. We encouraged several staff members to attend conferences in their area for professional development and potential advancement. Lack of resources were also identified as a major constraint. Because of the increased size of the Kelley School, without the addition of new space, staff serve in a more crowded environment. We have outgrown the current administrative space on the third floor. We have contacted the university architects to design an improved work space on third floor that will recombine the staff and the increase the number of offices. Academic staff participated in an annual retreat and Strengths Quest training. The goal is to increase communication and appreciation of the unique strengths of our staff members.

Enhance Campus Diversity

We are providing greater networking and professional development opportunities within the local Indianapolis community through interaction with many diverse business organizations. After a set of meetings and luncheons, some common synergy and interest was confirmed between Kelley Indianapolis graduate and undergraduate program officials and leadership of these local or national groups of the: National Society of the Hispanic MBAs (NSHMBAs), Association of Latino Professionals in Finance and Accounting (ALPHA), National Association of Black MBAs, National Association of Blacks in Accounting (NABA), and Asian American Alliance of Indianapolis (AAA). Hopes are high that there will be several “win-wins” with these new partnerships, in encouraging our students to: (1) get more serious about their connections to mentors who are professionals in fields or companies of interest to them, networking, and overall professional development, (2) consider memberships in local professional organizations, and (3) begin seeing and experiencing the benefits that student and/or professional regional and/or national conferences can provide.

At one-fourth the size of the Bloomington operation, Kelley Indianapolis has more minority students. We are also expanding international connections. Additional space will allow the Kelley School to engage with a range of internal and external activities to meet the needs of current and future minority and international students.

Increase Communication about Priorities and Achievements

Our goal is to explore opportunities to engage the central Indiana community, businesses and organizations, and alumni with new programs and educational initiatives. Faculty are encouraged to promote their applied research in the community through press releases and quotes related to current events. The added publicity and recognition of faculty in the community increases recruitment of high quality students, awareness of faculty contributions, and placement of students through greater corporate interactions and academic reputation in the business community.

Our external affairs office promotes not only the accolades of the faculty, but also those of the students. Communicating the accomplishments of our faculty, staff, and students builds community and pride in the Kelley School while attracting new students and enhancing opportunities to work and interact in our Indiana communities.

3. What longer-term trends (5-10 years) exist in your discipline/field that will affect your unit?

There are new competitors at both the graduate and undergraduate levels. National trends show declining number of undergraduates but a stable interest in business as a major. Competition for top student talent is expected to increase along with increased online competition and expansion of other programs in the central Indiana market.
Engagement of our community and the world is a central focus of Kelley Indianapolis. Interdependent with this strategic plan’s focus on developing Kelley Indianapolis’ brand, emphasizing areas of strategic advantage and leveraging our presence in the community to further opportunities for faculty, students and alumni is the need to constantly explore new areas for engaging with Kelley stakeholders, including the development of entrepreneurial programs that enhance stakeholder engagement through education and research.

**Placement** in a tight job market is difficult. Our faculty are discussing how we can use our industry contacts to proactively encourage more companies to recruit on campus. Our Career Planning Office (CPO) is reaching out to more partners to enhance the number of experiential learning and full-time professional opportunities for students. We need to continue to leverage the Kelley alumni network to expand job opportunities for our students. Opportunities exist for alumni to become more involved in professional development, internships, and full-time positions.

Approximately 50% of our student body transfer credits to IUPUI. This poses a challenge where we do not have as much control of the first two years of curriculum. As emphasis on community college Associate degrees increase, this will become an increasing challenge to work with students with more diverse academic backgrounds. IUPUI has established a scholarship program to encourage students that complete their Associates degree to continue with their Bachelors degree. While transfer students spend less time at Kelley, they frequently require greater advising resources as faculty and staff work with students from a less uniform educational system that do not challenge to engage and interact to the same extent as our Kelley curriculum.

4. If the University experiences further budget cuts, what existing and emerging programs/initiatives in your unit will be your highest priorities?

Unlike many of the other schools at IUPUI the Kelley School does not have a significant number of independent programs or initiatives. All of our programs are reasonably similar and our faculty resources can be redeployed between most of our programs. As a result for planning purposes we cannot focus on protecting certain programs and possibly eliminating or defunding others.

However, for our internal planning purposes we can find specific areas where we can reduce our costs. First, although we are very committed to our Honors Program, this program has small classes and as a result it is very faculty intensive. As a result, if we faced serious budget cuts we would have to scale back or eliminate our support for standalone honors courses.

A second and related area would be to increase all other class sizes. It is clear that from a pedagogical perspective that smaller classes lead to better learning outcomes. Faculty can spend more time with individual students and students can learn better with smaller classes. However, if budgets were to be further constrained minimum class sizes would have to be dramatically increased and electives with smaller enrollment classes may simply have to be cancelled.

A third area of cost cutting would be to reduce or eliminate faculty travel and research allocations. Although this would put us at a terrible disadvantage in the market for top faculty talent we might have no choice if the funds were not available.

The fourth area of reduced investment is international programs and study abroad opportunities. Kelley is known worldwide for its reputation in international business. This reputation is growing with an internationally recognized MBA program and international partnerships. These are investments in the future and will pay for themselves through future enrollments and the impact of world-class alumni.

The fifth area of reduced investment is technology. The world of higher education is changing quickly with greater classroom interactivity, more hybrid offerings, and more online class offerings. Technology also creates
connections with Asia and Europe that enhance learning. With significant changes, this is not the time to reduce investment. It is the time for Indiana to invest in transformative education that embraces the technological advances and leverages these opportunities for the economic development of the state.