

IUPUI Faculty Council Budgetary Affairs Committee 2010 IUPUI Budget and Planning Meetings

Each year, members of the Budgetary Affairs Committee (BAC) take part in the spring Budget and Planning Hearings, which occurred on January 30, 2010 and February 20, 2010. The BAC prepares a report by its members about each of the participants in the Hearings.

In the spring 2010 Hearings, academic and administrative units were grouped into four clusters. Deans made shore presentations based upon their panning reports (on the web). Participants asked questions. Then, members of the IUPUI Budgetary Affairs and Planning Committees also asked questions. The conversations were far-ranging and discussed the opportunities and problems faceting IUPUI.

ACADEMIC UNITS

KELLEY SCHOOL OF BUSINESS

The School currently runs at a minimum percentage of tenure-track faculty members. The percentage of academically qualified faculty relative to professionally qualified faculty meets the minimum AACSB accreditation requirement, and increasing the number of academically qualified faculty is a goal of the School. Hence, a key objective for the coming years, despite the current economic situation, is to hire more tenure-track faculty to ensure that the accreditation requirements are being met.

The School of Business in Indianapolis campus contributes significantly to the overall research goals on in the Kelly School of Business. The teaching efforts in the School are ranked high, and 90% of the students come from the State of Indiana. About 15% of the students represent minority populations, and the School recently hired three minority faculty members.

The School's outreach activities include the 2+2 program with Sun Yat-sen University, the MD/MBA program, and other joint programs with SPEA, the School of Science, and the School of Law. The School also has major focus on Business Education.

The School's tuition revenue dropped for the summer session 2009; however, there was an increase in enrollment during the fall 2009 semester, resulting in a net gain. The excess funds will be kept in reserve to compensate for any further revenue reductions; absent that, these funds will be utilized for additional hiring, offering additional class sections, and facility improvements.

Lack of an adequate number of faculty is causing stress on meeting the 4-year graduation goal for the School. There is a significant demand for summer courses, and a substantial portion of the undergraduate curriculum is offered during the summer terms. If additional courses can be offered during the summer, it may help to improve the Schools' 4-year graduation goal. The School also seeks to expand its learning spaces to promote a stronger sense of student community that may eventually help to improve retention and graduation.

The School has been successful in space utilization by offering an increased number of courses on Fridays and Saturdays. These courses were well-received by the students, and it is anticipated that more courses will be offered in a similar format. The School has also explored offering courses in a hybrid manner – in-class and online. Even through currently the online courses are only part of the certificate program, the future plan is to offer online courses for the majors as well.

A serious shortage of space is causing major constraints on the School to make any significant growth in programs. No additional space is available to create large class rooms that are important for the future growth of the School. If the economic situation and budget conditions do not change, the School will consider reductions in course offerings or curtailing new programs.

INDIANA UNIVERSITY PURDUE UNIVERSITY COLUMBUS (IUPUC)

During the 2009-2010 academic year, IUPUC reports that 53% of their budget comes from undergraduate, graduate, and professional credit hours. The majority of students are Indiana residents (99.8%), non-minority (96.1%), and are considered full-time students (61%). IUPUC has a well-developed process for planning and budgeting, and faculty are represented through the IUPUC Budgetary and Resources Policy Committee. This committee meets monthly and informs the Faculty Senate on budgeting procedures and points of potential faculty input into budgetary decisions and other appropriate financial matters. This committee also reviews and advises the Vice Chancellor and Dean (through the Senate) on matters such as: planning and optimal utilization of the physical facilities of the University, including buildings, equipment, library and educational aids, computing facilities and services, and other budgetary matters affecting the academic mission of IUPUC.

Overall Fiscal Health. IUPUC reports a stable financial situation due to the conservative fiscal practices employed for the remainder of the 2009-2010 year. The General Fund Reserve balance now stands at \$311,750, which equals the required 3% reserve. Additional revenue received from Summer II and fall terms was used for fee remissions for nursing, science, and E&T students for this academic year only. Beginning summer 2010, these fees are projected to generate \$120,000 additional revenue.

Fiscal Concerns. IUPUC has only five tenured faculty. Moreover, there exists an imbalance between the number of adjunct part-time faculty and full-time faculty in Liberal Arts, Science, and UG Business. Until this is corrected, IUPUC will be unable to expand and develop complete degree programs (currently only 4). Therefore, a priority for IUPUC is to correct this imbalance by hiring new full-time faculty with available funding; however, this ability may be compromised depending on the depth of budgetary cuts.

IUPUC notes significant space limitations as well as infrastructure and upkeep renovations for their current facilities. IUPUC only has one building on campus that provides support for classrooms, labs, HVAC, etc. Maintenance and upkeep of this 66-yr-old building is essential to address plans to grow the university (recruiting, maintenance, student support services).

No student center or fitness facilities are available on campus, and the cafeteria has a small seating capacity (15) and is unable to serve the needs of the over 2,000 customers. Furthermore, there is concern that IUPUC is viewed more as a “center” rather than a university, possibly attributed (in part) to the lack of a main entrance to campus.

Summary. IUPUC cites their proximity to Ivy Tech, small campus (and class size), as well as the Columbus location as particular strengths of the institution. A primary aim for IUPUC is to offer a wide range of degree programs that may attract a more diversified student body, including international students. In order to do this, IUPUC notes significant facility and personnel needs (full-time faculty) and has begun to develop (as of December 2009) a strategic plan to address the growing needs and challenges facing the university.

SCHOOL OF DENTISTRY

The mission of the School of Dentistry is to advance the oral health and general overall health of the people of the State of Indiana and others worldwide through excellence in teaching and learning, research and creative activities, patient care, civic engagement and service.

The stated goals for implementing the IUSD mission are: (taken verbatim from the annual report)

1) Teaching and Learning

- a) Attract and support a well prepared and diverse student population for the dental assisting, dental hygiene, pre-doctoral, and post-doctoral graduate specialty and research programs.
- b) Enhance student learning and develop graduates who are competent critical thinkers and lifelong learners who are ethical, socially responsible, culturally sensitive professionals of general dentistry, the dental specialties, and other relevant post-doctoral disciplines, dental hygiene, and dental assisting.
- c) Attract quality faculty and provide support to enhance effective teaching and learning in clinical, laboratory, classroom, and service learning settings.
- d) Maintain a successful continuing education program to support the opportunity for career-long learning for the responsible dental professional.

2) Research and creative activities

- a) Conduct world class research, scholarship, creative activities to increase the knowledge base in all areas related to oral health and general overall health through an extensive, innovative research program that attracts external funding and engages faculty, students, and staff.
- b) Facilitate the translation of new finding to improve oral health and general overall health of the people of the State of Indiana and beyond.
- c) Maintain and enhance the role of the School of Dentistry as a vital and productive member of the scholarly community of the Indiana University family by encouraging local, national, and international partnerships and collaborations.

3) Patient Care

- a) Offer diverse clinical educational opportunities for the students by providing a comprehensive broad spectrum of quality oral health services, education, and dental care.
- b) Maintain a clinical education system that simulates a high quality practice of general dentistry supported by the oral health specialties.

4) Civic Engagement and Services

- a) Serve local, state, national, and international communities through partnerships involving clinical care, service learning, and community engaged scholarship in addition to serving the university and the profession.

Progress made toward accomplishing these goals.

- 1) One of the major accomplishments has been the incorporation of digital radiography into the IUSD patient electronic Health record and utilization of digital panoramic radiology units and a 3-D cone beam imaging system for most extra oral images. In addition intraoral image sensors are being evaluated from the major vendors of these products. This technological advance is enabling digital radiographs to be included

- into the patient's health record. This advance in dental imaging is currently being taught to, and utilized by, 3rd and 4th year students and is currently in use in all 4 of the IUSD clinics.
- 2) Clinic space is currently being renovated, and unserviceable equipment is being replaced. During the current fiscal year plans have been made to replace 20+ year old dental chairs in the graduate endodontic clinic and the chairs in the other clinics are slated for replacement.
 - 3) Attempts to restructure the funding mechanisms for each individual program is underway, but the problem appears far more complex than originally anticipated. Efforts are being made to determine how neighboring state dental institutions deal with the national inflationary trend in tuition charges in an effort to balance fees charged with student recruitment.
 - 4) Students take an active role in engaging the faculty in open discussions learning how to express their concerns openly, confidently, and professionally, and they learn the art of constructive criticism. The goal is to develop dedicated alumni with a commitment to the school, who are willing to participate as active partners in their education; leaving the school in better condition for those students following them.
 - 5) The Dean hosts monthly town hall meetings with the students to discuss student concerns, student suggestions related to issues within the school, and to report on administrative matters raised during previous meetings. Students can attend a variety of professional leadership development symposia, they are encouraged to register IUSD organizations with IUPUI, and submit proposals to enhance student learning to the Council of Student Organizations. Students have actively participated in search and screen committees for the new Dean and Diversity Officer, and they have helped the administration resolve chronic equipment and lighting problems in the main teaching hall (SB05). Overall, the students appear to be very highly engaged in their own professional development and in developing short-term solutions to immediate problems related to their training in the current facility.
 - 6) The IUSD has made a considerable effort toward recruiting and supporting a diverse student body. They have ongoing efforts to inform, encourage, and recruit academically motivated and intellectually talented students from underrepresented minority groups in Indiana to consider dentistry as a potential career. These efforts have seen success in the offering of admission to 9 American Indian, Black and Latino applicants. The IUSD has hired an Associate Dean for diversity, maintains an accurate system to communicate with minority pre-dental students, tracks progress of pre-dental students at Crispus Attucks Medical magnet HS, and continues to improve the Dental Summer Institutes.
 - 7) The IUSD continues to make efforts toward increasing the overall research productivity of the institution, by expanding the research capabilities of the Oral Health Research Institute to accommodate increased demands by industry. They have continued their work on funding start-up accounts for new research faculty, funded postdoctoral research fellows, as well as Masters and PhD candidates, and provided research stipends, supplies, travel, and Biostatistical support for their faculty. Despite it being too early to accumulate significant levels of progress in this area, the IUSD plans to develop a compensation plan to motivate and reward faculty for successful

- grant applications, and to encourage development and collaboration with other schools on and beyond the campus.
- 8) The school also convened a task force with broad representation to identify areas of highest concern/need at the school. This is currently an ongoing effort, but to date strategies have been implemented to enhance communication, curriculum, and facilities.
 - 9) There is also an active effort to revise the current Doctor of Dental Surgery curriculum. One effort appears to be the application of case based learning to vertical teams of 1-4th year students. Details regarding the benefits and problems of the approach were not provided.

Fiscal Health and the Effects of the Reallocation Plan

Prior to January 2010, the school was able to meet the anticipated base budget reduction by holding salaries constant for all employees, and not reallocating student tuition increases. The use of part time positions in place of hiring full –time faculty to compensate for a number of vacant FT faculty positions was implemented as a cost saving matter. The primary focus remains that of the needs of the IUSD’s students and patients, and resources are allocated toward these priorities. Currently enrollment remains constant, and tuition is based upon a flat fee/semester rather than credit hours taken. The school did not feel that the campus effort to doubling the numbers of undergraduate students completing baccalaureate degrees within 4 years pertained and provided no response to this issue. It remains unclear as to whether the school intends to increase enrollment and provide more advance training over the next few years. The lack of space is a clear issue that negatively impacts both the students and faculty. The faculty teach classes in other campus building rather than the dental school because of inadequate space. There is now a distance learning program for dental assisting, but the standard, Dental Assisting, Dental Hygiene, Dental Hygiene Bachelor Program, Doctorate of Dental Surgery, and several graduate programs hold classes Monday – Friday, and Continuing Education programs use lecture halls and labs on weeknights and weekends periodically. This issue has the potential to negatively impact student recruitment, and make the learning experience more difficult. This issue is especially acute with respect to classes involving Dental Surgery, as there was reported to be a shortage of faculty with this specialty. The application of new technology to the teaching mission remains an active priority, and numerous upgrades are in progress. These include improvements in computing technology, microphone access, new instructor stations, upgrading of outdated components, podcasting of some lectures, upgrading wireless access points, and installing a state-of-the –art preclinical simulation laboratory has begun. Much of this last upgrade remains in the active design phase as of the writing of the planning and budgeting report.

So despite a decrease of 3.5 academic FTE, and ~6 biweekly FTE, an increase in assessments and a decrease in state appropriations, the school remains vibrant and capable of meeting its current fiscal challenges. This is in large part due to careful fiscal management of available resources from within the school. Enrollment remains steady, plans to increase enrollment through community engagement efforts appear to be working, and improvements in infra-structure appear to be underway. These

improvements are providing the various dental professionals being trained at the IUSD to experience state-of-the-art technologies that will adequately prepare them for their careers. The two major concerns remain that of an acute shortness of teaching and research space, and the need to further encourage independent faculty research at a variety of levels. The space issue further complicates this matter. Both of these main issues are adversely impacted by the increase in assessments and state budgetary givebacks, and would benefit from an infusion of funds to complete the teaching and patient care portions of the school's mission.

SCHOOL OF EDUCATION

I. General State of Fiscal Health

The School of Education highlighted the following strengths in their budget report: Center on Urban and Multicultural Education; Undergraduate Teacher Education and Graduate Program Development; Urban Center for the Advancement of STEM Education; Community School Model; Project Impact; RISE; and faculty and staff hires. They cited their relationship with Bloomington as the “best ever yet” and a plus. They perceive incoming state regulatory implications for them as positive due to their progression and current efforts, as well as participation in forming of the new regulations.

The budget cuts have been difficult, with the following responses: reliance on high numbers of clinical and adjunct faculty; postponement of replacement of Development Officer which has impacted philanthropic support and student scholarships; decrease in international exchanges due to decrease in travel funds; and increased tuition and student fees; reduction in credit hours for both, graduates (-2.5%) and undergraduates (-1.5%).

II. Most Important Fiscal Issues and Plans to Address

The following are important issues to address to continue support for the unit’s areas of strength and initiatives:

- Space needs for centers and faculty offices
- Graduate student assistantships
- Full Professor hire for PhD program
- Funding for International travel
- Development Officer

Current efforts being considered or in process to continue to address budget issues:

- Hold on filling vacant positions
- Expansion of graduate, on-line and summer courses
- Increasing external funding to secure additional indirect income
- Conservative use of income and fund balances
- Delay launch of doctoral program in urban education
- Reduce coaching costs needed for student field placements
- Better utilize Friday and weekend time periods for increase in credit hours

III. Relevant Common Themes

- Space for continuing and new initiatives and faculty offices
- Inability to move forward with creative program development due to cuts and faculty needs
- Lack of Development officer needed to increase funds for programs

SCHOOL OF ENGINEERING AND TECHNOLOGY (E&T)

Some facts about the School of Engineering and Technology:

- Overall Financial Health. E&T is a well-managed and focused school. The overall health of the School is good. The systematic planning of its leaders to accommodate the engineering needs of Indiana and the nation has resulted in a remarkable return for the funds invested by the campus and state. The fund balance is increasing and credit hour generation is rising. The initiation of the Motorsports Engineering program is felt to be a strong plus on the campus and the local economy.

The School of Engineering and Technology (E&T) offers the only degree engineering in Indianapolis and is the only engineering school in the IU system. E&T is currently expanding its offerings and degrees. E&T is small relative to the size of the City. Most engineering schools in major cities are larger. Federal funding frequently is linked to the size of the School.

E&T absorbed the decrease in state funding in the current year through a combination of increased tuition and fees and through increased student enrollment. E&T is not certain whether it will be able to absorb budget reductions in 2010-2011 without cutting expenses significantly. Currently, E&T receives approximately \$1.9 million in appropriations above the amount of its assessments (\$9,412,421 in appropriation - \$7,540,638 in assessments). This amount will certainly shrink going forward. E&T's fund balance of \$3.46 million substantially exceeds the Trustees' 3% required minimum, E&T anticipates adding to the fund balance in 2009-10.

E&T is budgeted to teach 52,943 credit hours in 2009-2010, of which 50,000 are undergraduate credit hours. E&T teaches approximately 400 credit hours per full time faculty member. The number of undergraduate credit hours increased significantly in FY09 over FY08 by more than 20%, but budgeted FY10 undergraduate are down.

The general strategy of E&T to the looming budget issues appears to be to grow out of the problem – increasing enrollment through additional program offerings – especially at the graduate level. Space issues are a major concern for E&T. E&T is planning on growth, but do not have the physical facilities or infrastructure to accommodate the growth. Also, as Dean Brater (IUSM) pointed out in these hearings, growth is probably not a sustainable strategy for the IUPUI campus as a whole because it is unlikely that the pie will increase substantially and, to the extent that it does, we will need to build additional expensive infrastructure.

E&T is a well-managed and focused school. E&T is positioned to take advantage of many new and important trends in research and education. The School has significant strengths in the areas of transportation and alternative energy. The overall health of the School is good. The systematic planning of its leaders to accommodate the engineering needs of Indiana and the nation has resulted in a remarkable return for the funds invested by the campus and state. The fund balance is increasing and credit hour generation is rising. The initiation of the Motorsports Engineering program is felt to be a strong plus on the campus and the local economy.

SCHOOL OF HEALTH AND REHABILITATIVE SCIENCES

I. General State of Fiscal Health

The health and Rehab unit cited the following as major strengths: qualified faculty and their ability to attract highly qualified students who are performing very well on certification and licensing exams. The two most important issues for them now are obtaining accreditation for their programs, and resources.

The School had to use cash reserves to fill critical staff positions, and reduced full-time placement coordinator to a part time position with major shifts in clerical work to another staff. The School's indicated that it does not anticipate "projected base reductions will significantly affect their ability to deliver services to students and faculty."

II. Most Important Fiscal Issues and Plans to Address

The School cited finding high demand low cost programs to attract increased numbers of students as one initiative for increases resources. Programs they are considering include: BS in health sciences targeted for Fall 2010, and a graduate Physician's Assistant (PA) Program.

The following were also described as potential initiatives or needs related to budgetary issues:

- Increasing access to School of Liberal Arts courses
- Increased faculty positions/space (4) for resource-intense clinical site placement and supervision of PA students. Calculate pay-off in 4 to 5 years with this investment.
- Intention to use cash reserves to support ongoing teaching, research, and service activities
- Reviewing time-line for addition of faculty and staff support for new BS in health Sciences initiative.
- Offering on-line and Friday and weekend classes to help with insufficient labs and research space.
- Working with UITS and School of Medicine for computer and related support.

III. Relevant Common Themes

- Space for continuing and new initiatives, and faculty offices
- Opportunity to increase sharing of courses across schools to reduce duplicative efforts

HERRON SCHOOL OF ART

In general, Herron School of Art has increased tremendously in student credit hours and is drawing more and more out of state students, in part because the new location is far more attractive to students.

Herron is thoroughly engaged both on and off campus. They provide well-enrolled service courses, work with faculty in nearly every school (joint appointments and other ways), and also host exhibitions and other activities open to the general community. They note that the campus has grown to have a substantial and residential presence downtown, which Herron contributes to in terms of providing art and gallery space, but Herron receives no campus or student fee income to reflect what they provide to the university and surrounding community. Community funding for arts has tightened which makes external sources of funding for programming very limited.

They have been quite successful in recruiting and program development by their own efforts and on their own terms. They rank approximately in the top sixth nationally for schools of art and design and their reputation is increasing. A new Art Therapy program will be the only one in the state. Because they are so specialized, campus recruiting does not really bring them benefits because prospective students are contacted via portfolio and other art-oriented venues.

Primary budgetary concerns:

The campus assessment formula works against them because of the nature of their work. They use a very limited number of “general classrooms”—they need studio space and are therefore taxed on a very large footprint.

State appropriations (however they are determined) have not matched assessments (note: appropriations are \$3.8 M vs. assessments \$4.5 M, for 2009-2010 budget year).

They have the desire to create additional programs but there is no money to “borrow” for expenses to cover start-up expenses incurred before income is realized.

SCHOOL OF INFORMATICS (Informatics)

Informatics has undergraduate, graduate (MS and Ph.D. programs)

- Undergraduate: Health Information Administration, Media Arts and Sciences, Informatics
- MS Degrees: Bioinformatics, Health Informatics, Human Computer Interaction, Media Arts and Sciences
- Ph.D. in Informatics

For 2008-09, Informatics awarded 108 undergraduate and 33 graduate degrees, with a faculty of 41.1 FTE. Because the degree programs are relatively new, Informatics has relatively small class sizes. Many tenure-track faculty have administrative responsibilities in addition to the responsibilities of teaching and research and grant writing.

Informatics benefits from a net surplus of appropriations over assessments (\$4,850,377 appropriation - \$1,690,175 assessment = \$3,160,202). Informatics submitted 45 grant applications in 2008-09, with 17 grants awarded.

Informatics is emphasizing the Health Informatics degree. More classes are being offered on-line (22 now on-line). Interestingly, a study comparing HIA courses offered in face-to-face and online formats over three years showed no statistical difference in grades. Also, Informatics has eight, 8-week classes.

Through fall 2009, undergraduate credit hours were below budget, but graduate credit hours were above budget.

Informatics projects a surplus for 2009-10.

Space is an issue for Informatics: programs are split among the IT building and Walker Plaza, and Informatics has a relatively small portion of the IT building. .

SCHOOL OF JOURNALISM

Strengths: Growth over the last 3 years has been very impressive, going from 125 to 265 headcount. There is a notable specialty of sports journalism, for which we are well-located and for which he has hired very important lecturers [commented that “60/40 expected lecturer/TT split hurt them but Dean Sukatme said he probably was misinformed about the rule]. The school is closely connected to a vast array of professional organizations.

They find it easier to collaborate outside of campus than with some administrative units on campus.

- Local facilities are too expensive (University Hotel, including trying to reserve rooms);
- Working around calendar differences hampers the ability to be really efficient in offering courses in Indy and Bloomington.
- UITS does not respond in a timely way to requests or even to their responses to UITS requests for input / ideas about needs. Mid-semester is too late.

They need student work space—physical and virtual.

OnCourse/UITs does NOT meet their needs for “rich media” projects, which are over 200MB in size. There is no university-wide accessible system. (University Public Relations at the Trustees meeting mentioned a database of university images but nobody at IUPUI knows about it therefore it effectively does not exist).

SCHOOL OF LAW

The Dean of the Law School, Gary Roberts, presented at the Planning and Budgetary Conversations on January 30, 2010. He described the strengths of the law school and suggested several opportunities for collaboration with other units on campus.

The IU School of Law on the IUPUI campus focuses on Indiana. The School produces over ½ the state's lawyers. It offers an evening program that provides opportunity to students who might not be able to attend law school full time day time. The School's location in the state's capitol enhances opportunity for experiential learning; over 90% of graduates have experiential learning. It has a loyal alumni base, and it has the potential to be one of the premier law schools in the state.

Many opportunities exist for collaboration with other schools on campus. In particular, the Dean mentioned the areas of health care, intellectual property, and international law.

The IU School of Law increased tuition by 8% this year, and this increase, along with fund surpluses from previous years allowed the School to absorb the projected base budget reductions without affecting the current level of services to students and faculty. At this point the School is going forward with plans to hire new faculty and staff and also plans to use money set aside for one-time expenditures on building repairs and remodeling. In future years it may be possible to increase tuition; however, enrollment is currently near capacity and not likely to change significantly. Overall, the current financial status of the IU School of Law on the IUPUI campus is sound with plans to move forward cautiously on any new programs.

SCHOOL OF LIBERAL ARTS (SLA)

The SLA is a net financial contributor to the campus, as its 2009-10 assessments (\$13,293,663) are about 2.2 times the size of its state appropriation (\$5,984,266). Tuition revenue is generally 120-125% of expenses (expenses including "cost allocation" i.e. assessments). The SLA has limited income from grants (indirect cost recovery).

SLA is deeply involved in the IUPUI Academic Plan and RISE initiative, as well as PUL integration and assessment. SLA also collaborates widely across campus (also see note on course creep), and SLA is proud of many interdisciplinary "studies" majors.

Current issues

For the campus goal of increasing graduate programs, SLA is willing but not able to expand much more. If there are no more cuts in state appropriation, SLA will be able to proceed with the Ph.D. in Economics (with fields in Health Economics and Nonprofit/Philanthropic Economics) and M.A. in Anthropology degrees, which have been approved. Creating additional graduate degrees will be extremely difficult in steady-state budget; further, addition of graduate degrees is on hold during the State's economic crisis. The creation of the Ph.D. in Economics degree, which is accepting students for Fall 2010, was only possible with the help of Chancellor's Reallocation funds, and those funds are really only big enough to support individual courses and very small programs. No available campus resources are big enough to create or "seed" new academic programs.

SLA has major space issues as well as renovation issues with the aging building. SLA has expanded online (not on campus) course offerings, although scheduling some on-campus time can be challenging. The Dean has allocated some money internally for renovation.

SLA is concerned about "course creep," such as "ethics for X discipline" and also "writing for publication" when SLA has existing expertise. This issue generated discussion during the hearing. It appears that at least at this point in time the Dean of SLA does not see that the current review system (APPD and APAC) is (yet) functioning well to prevent duplication and course creep, but during the discussion some participants commented that the formal review mechanism have been strengthened.

Financially, SLA is in a difficult position. SLA depends on tuition to finance its programs and to pay for the assessment net of appropriation. SLA doesn't have space to offer many more on-campus offerings. So, SLA is pursuing more on-line course offerings.

SLA understands that it is a critical partner with all other IUPUI schools in increasing retention and meeting goals of graduation in 4 years.

Some issues that were brought up in cluster discussion relevant to SLA are as follows:

- Support for grant writing is uneven across units.

- "Best practices" and sharing of expertise about online coursework and programming appears to be limited--and generally school-specific. As more online courses are developed, sharing expertise and support would leverage existing strengths.
- University College mentioned the need for faculty to replace those involved from the beginning in creating University College and who are now retiring; many of these faculty will come from SLA.

SCHOOL OF LIBRARY AND INFORMATION SCIENCE

Some facts about the School of Library and Information Science:

- Credit Hours. The number of undergraduate credit hours increased slightly in FY08 over FY07. In addition, the number of graduate credit hours increased about 150 hours.
- Net Operating Budget Situation. The current 2009-10 budget projects a balanced budget with over \$900,000 remaining in the fund balance. This represents an increase of over \$400,000 based on cuts in expenses and an increase in student fees and other revenue.
- Reserve Funds. Adequate. The balance meets the minimum 3% required amount set by the Trustees.
- Overall Financial Health. The School of Library and Information Science is a well-managed and focused school. The overall health of the school is good. The fund balance is increasing and credit hour generation is rising.
- More than 80% of their graduates remain in Indiana. More than 11,000 service hours were delivered to public schools to help prepare reports, etc.

SCHOOL OF MEDICINE

The Indiana University School of Medicine operates on the IUPUI campus under the leadership of Dean Craig Brater. The School of Medicine (SOM) is currently in the midst of a 30% expansion in size (increase in students) in order to accommodate the growing need for physicians in Indiana. However, because of the expensive nature of medical education, adding students adds costs that exceed tuition revenue for additional students taken. Because of budget reductions, the SOM will decrease the size of the entering class for fall 2010.

The SOM incurred a \$4 million reduction in base funding from the campus – 40% of the campus total. In order to address this reduction, the SOM decreased expenses by over \$2 million and increased tuition.

The SOM is budgeted to teach 69,283 credit hours. 51,309 of those hours are professional student credit hours and 10,000 are undergraduate hours. The only significant point of interest in the budgeted expenses is in the transfers category. The budgeted 08-09 transfers were \$8 million whereas the actual transfers were \$27 million. The budgeted transfers for 09-10 are \$6.6 million. These relate to startup and bridge funding reserves which is why the budgeted amounts and actual amounts may appear so anomalous. The budget of the SOM is over \$133 million. Of that amount, 67% relates to compensation expenses, and 23% relates to general expenses.

Grants are currently up for the SOM and they are currently fiscally sound. However, in the long run the cuts in the budget threaten to deteriorate the ability to generate grants in the future. The SOM can cover its expenses with this reduced budget, but there is no extra money to invest in and support the growth of research.

In terms of strategy moving forward, Dean Brater noted that the budgetary pie is not expected to get larger and that the campus is unlikely to be able to grow out of its current budget problems without either significant increases in student tuition or significant increases in state funding – which do not appear to be forthcoming. Any growth in one area is likely to be met with decreases in other areas. Therefore, IUPUI is going to then have to have a strategy for cutting expenses. IUPUI must strategically decide to amputate programs or to make across the board cuts.

Dean Brater also suggested that the SOM could benefit from creating teaching tracks to tenure. That would allow the SOM to reduce turnover and to more efficiently allocate resources to teaching and research. Vice Chancellor Sukhatme responded that the IUPUI campus does, in fact, have a recognized path to tenure through teaching. The general discussion that followed pointed out that the teaching hurdle was extremely high because it is so difficult to identify and evaluate excellence in teaching.

SCHOOL OF NURSING

Background Information:

The School of Nursing (SON) is a system school headquartered in Indianapolis. The proposed budget for FY 2009-2010 was \$14,976,037, a 2.07% increase over the FY 2008-2009 budget. Student fees represent 61% of the SON revenue followed by net state appropriation at 31% and indirect cost recovery at 7% of the SON budget. Research funding for the SON held study with school remaining in the 8th place for rank for NIH funding. At the present time the SON has the highest undergraduate tuition rates in the state of Indiana. The undergraduate programs in SON are supported by student tuition and fees and the state allocation.

There were 1,527 students (1,054 undergraduates and 473 graduate students) enrolled in the SON as of fall 2009. Approximately 48% of the students enrolled in the SON are part-time students. The SON offers the only PhD program in Nursing in Indiana. Much of the course content for the PhD and other graduate programs is delivered electronically. The majority of the graduate students are part-time. The US News and World Report rated the SON graduate programs 15th in the nation, the psychiatric mental health nursing program was rated 6th and the clinical nurse specialist ranked 3rd while the family nurse practitioner program was ranked 11th. The SON online graduate education programs just completed a very successful site review.

The SON is a partner with the Clarian and School of Medicine in the multidisciplinary simulation center at Fairbanks Hall. The third floor of the SON building renovation is complete and houses the Center for Research in Nursing Education, the Center in Enhancing the Quality of Life in Chronic Illness and the T32 Grant efforts. Plans are underway to renovate the fourth floor of the building to house all faculty offices and associated support staff. SON building is heavily utilized by the SON and by other including Fridays, Saturdays and evenings. Many departments on campus utilize nursing classroom facilities. School of Nursing expansion will be constrained by space (and quality of space, i.e., technology compromised classrooms) issues.

Faculty salaries are the lowest in the big ten. All ranks received salary increases last year to help address low faculty salaries. However, the SON still experiences difficulty in recruiting tenure track faculty. This will remain a constraint on expansion for the school. The SON provides significant support for new faculty (tenure and clinical track) to help them achieve tenure or long term contract status. All new faculty are given two summers of support and a one course release/semester for two years to assist them in development of their scholarship or program of educational or clinical research. They are assigned a mentor and work closely with faculty research groups to develop proposals and manuscripts.

As part of the effort to meet budget reductions, five masters degree programs with relatively low enrollment were reviewed by faculty and school administration. Several of these programs were discontinued with a reprioritization of resources to programs with higher enrollments and growth prospects. Dean Broome indicated that a part of this strategy was to shift, retrain or allow reduction in workforce through attrition rather than to terminate employment.

Significant strengths of the SON include the high quality of their programs, very strong relationships with health care partners in central Indiana. Major opportunities include expansion of the online graduate program offerings.

The SON demonstrates effective use of resources and the ability to redirect and reprioritize the utilization of resources. Continued budget reductions will be difficult for the SON to accommodate without significant change in programs.

SCHOOL OF SCIENCE

Strengths

The School's major strength is its life science programs and courses that see increasing demand in Indianapolis. Significant changes have occurred in student demographics and preparation, impacted by the changing roles of Ivy Tech and IUPUI, and successful IUPUI marketing campaigns. Enrollment has grown in both majors and service-course students, with significant redistribution among the programs. Better branding has changed the perception of IUPUI, and the School has seen a significant change in the number of very high quality direct admits and prestigious scholarship recipients. Biology has been growing the fastest, now surpassing Psychology in the number of majors, though each is about one-third of the total head count of about 1500, leaving one-third for all other majors combined.

Fiscal State

The School of Science appears to be on a positive fiscal and enrollment trajectory, with \$3.9M in surplus at the end of FY 2008-09. The surplus has been set aside for the new laboratory building, start-up reserve, and infrastructure/renovation. Science continues to be highly dependent on tuition income (80%), and state support represents a decreasing share of the budget (~11%). RCM is now used at the level of individual departments. This model has enabled faculty hiring and building decisions to move quickly, and resulted in a more rational distribution of funding. The School is working on ways to establish cost benchmarks for teaching courses.

Strategies

It appears that undergraduate enrollment growth is sustainable if serious students see the School as a superior choice. Two new offices have been established to assist the School with recruitment and retention. The Office of Student Services will provide better services in the areas of academic advising and career counseling to improve graduation and retention rates. The office will also recruit stronger students, and develop work opportunities for undergraduates to gain experience in their field of study. Advising services were designed to assist less-well prepared students, in response to the need to realign services to a student population with fast changing demographics and capabilities. The Office of Development and External Affairs will focus on branding, outreach to alumni and the community, and development. Increased enrollments and normal attrition have also increased faculty hiring opportunities, which represent an opportunity to reshape the future of the School. The School plans to hire 150 tenured or tenure-track faculty within the next five years. . The start-up reserve has been built up to \$4M to assist the School in this recruitment effort. Science also needs to recruit more post-docs and graduate students and multiply the base funding for graduate TA/RA 's.

Collaboration

Medicine and Science could collaborate more in teaching, for better overall efficiency. Currently faculty/student ratios are very different between the two schools, and faculty aspirations for teaching and research could be better directed. More research collaborations will come from strategic hiring. The exchange of students between schools may achieve overall efficiencies, and could be considered in state appropriations and assessments.

Needs from IUPUI

- Strengthen recruitment of out-of-state and graduate students, with broad policy to fund and deploy grad students in teaching and research.
- Minimize assessments, clarify allocation funding priorities/process, and encourage program collaborations.
- Strengthen Honors College identity, improve scholarship packages, realign advising, and foster new interdisciplinary majors to attract higher quality students.

SCHOOL OF PHYSICAL EDUCATION AND TOURISM MANAGEMENT (PETM)

The school of PETM is a relatively small unit (32 academic FTE out of a total or almost 44) with notable 18/20 obligation under the leadership of a new dean, Jay Gladden. The fiscal health statement (IMIR reports) shows careful, balanced planning and a considerably larger than required income shortfall reserve.

The presentation, underscored with a handout, shows the dual, if not bifurcated, nature of the school. Health and wellness promotion constitute the one pole; sports and tourism management the other. Both foci can point to strengths in their respective track records of programmatic popularity across campus and with community partners that suggest the potential for cementing existing and developing new partnerships that are critical to the plans for the school's growth. Based on the handout and on the discussion there is an obvious favoring of relationships with other professional schools—at the expense of the schools that carry and support the foundational academic mission of the campus, an emphasis that was also obvious in the description of plans for innovative undergraduate and graduate programs. Given the campus's signature PULs and the RISE to the Challenge initiative careful consideration of the undergraduate curriculum, including the promise of drawing widely from students in all schools for its elective offerings, and how it dovetails with the IUPUI undergraduate experience is especially important and merits close attention. Such an emphasis may also help with the difficulties the school is facing because of the complicated nature of its facilities, most prominently the Natatorium. The presentation did not make expand, for example, how potential partners may support the considerable start-up costs for faculty and programs that rely on specialized equipment and facilities.

SCHOOL OF PUBLIC AND ENVIRONMENTAL AFFAIRS (SPEA)

SPEA reports a balanced budget of \$7,376,679 for 2009-10 with a general fund balance of \$1,362,818. SPEA is dealing with base budget reductions by employing several strategies. The search to fill the vacant Public Affairs position has been suspended, more associate faculty are being utilized to teach courses, approval is being sought for a new graduate degree, and a search for a faculty member related to the new degree has been cancelled.

SPEA currently has very limited space to expand course offerings at the most popular times along with problems increasing class sizes. As a result, undergraduate courses have been offered on Friday afternoons, additional online courses have been developed, and graduate courses have been scheduled in the summer. Also, an intensive format has been used for some course offerings and this has been very successful for one-credit courses. Additionally, several steps have been taken to double the numbers of undergraduate students and those graduating in four years.

SPEA has a long history of in-service and working with both profit and non-profit organizations locally and throughout Indiana. It was noted that such services are needed due to problems related to poverty, infant mortality rates, and high school dropout rates. Collaboration to deal with such problems is seen as a major strength for SPEA, though many of these opportunities have been turned down due to lack of resources. Assistance is sought to develop an inventory of campus faculty members' areas of expertise and to help identify external funding resources.

UNIVERSITY COLLEGE

This report is based on information from the Budget hearings of January 30, 2010, and annual budget and planning reports.

State appropriation supports nearly 94% of University College (UC) income. Although the number of undergraduate credit hours has growth in the last years, student fees explain only 4% of UC income. The largest dependency on state appropriation funds makes UC highly vulnerable to the state budget cuts. For the FY 2009-10 UC has reduced its base budget in \$303,700, and they expect to have further reductions for the FY 2010-11.

After an important increment of about \$1,000,000 in compensations for FY 2008-09, UC projects a reduction in this area by giving up six positions which includes three full-time professional places. General expenses, that explain nearly 16% of total expenses, will be also reduced through utilization of more student employees, change in staff roles, and reduction in advisor services, travel funding and publication expenses. UC have not decided what other expenditure areas will be cut to cover further budget reductions.

In addition to expenditure cuts, UC is also considering measures to keep or increase income stream. UC has agreed with UITS to keep technology fees for three additional years. Additionally, UC is evaluating to charge new fees to fund priority areas. Finally, UC is also looking for mechanisms to share with the Schools the future benefits of rising enrollment and retention rates, which are largely the result of the first-year programming at UC. All these programs are funded by UC, but the income stream created in the following years goes completely to the Schools, without any type of direct compensation.

UC continues the different programs to achieve the campus goal of increasing retention rates and enrollments. However, it is not clear how the measures to reduce the budget base will impact on UC primary goal. Further reductions in general expenses associated to student services, as well as increments in student fees may produce adverse effects on enrollment and retention.

ADMINISTRATIVE UNITS

ACADEMIC AFFAIRS

Dr. Sukhatme stressed the commitment of Academic Affairs to academic excellence and emphasized the Academic Plan and RISE. Input is sought to identify needed initiatives to generate new revenue streams and to boost new student enrollment as well as retention. Reports were also provided by the various offices of Academic Affairs as reported below.

Center for Service and Learning (CSL). No financial data were provided for CSL. The online report indicated that each Program Coordinator is allocated funds at the beginning of the fiscal year based on their program needs and Coordinators submit special requests for additional funds when needed. CSL plans to reduce the amount of programming support for faculty development directed at service learning. Since the campus provides course development funds for the RISE initiative, CSL will no longer fund service learning course development on an individual basis. During the hearing it was noted that comprehensive strategic planning on IUPUI's Civic Agenda would contribute to enriching IUPUI's current civic engagement.

Center for Teaching and Learning (CTL). No financial data were provided for CTL. CTL is dealing with projected base budget reductions through such strategies as aggressively seeking external funding, salary savings, reduced travel for staff, and the identification of co-sponsors for major CTL events. Assistance is requested from Deans and Chairs to identify programming that will improve learning and teaching in their units and that will encourage faculty to make use of the programs and equipment offered by CTL. Additionally, more funding is needed to bring scholars to the campus, fund faculty fellows in CTL, and offer more curriculum enhancement grants.

Community Learning Network (CLN). CLN reports a balanced budget of \$1,456,192 with an ending general fund balance of \$751,763 for 2008-09. CLN is dealing with projected base budget reductions by not filling vacancies and by restructuring the fiscal office and continuing education programming staff. Additionally, part-time staff with no benefits are being hired in place of full-time staff. The online report indicates that the current level of CLN services to students, faculty, and staff has been affected. CLN has been asked to open two off-campus sites without additional funds for staffing. At this point, no planned initiatives have been delayed or terminated and CLN is looking for more summer courses both on and off campus.

Enrollment Services and Registrar (ESR). ESR reports a balanced budget of \$14,290,097 with an ending general fund balance of \$749,081. ESR is dealing with projected base budget reductions through salary savings, reduced travel expenditures, reduced numbers of student employees, the elimination of Saturday service hours, and reduced weekday hours. Several major recruiting events have been continued through the internal reallocation of funds, however, without specific campus funding for these events, they are at risk. Through a restructuring of scholarships, the Office of Student Scholarships was able to substantially reduce the deficit carried forward from 07-08 and is scheduled to have it resolved during 09-10. Annual fees formerly paid for the CRM product will now be used to cover a portion of the base reductions since IU has purchased an enterprise CRM product. ESR is concerned that future requests for

budget reductions will result in decreasing staff and lead to reductions in the level of service provided. It was specifically noted that the two week “free application” period may have been a net loss as it required overtime to handle the rush of applicants, many of whom are on the low end of probability for getting all paperwork in and actually enrolling.

Faculty Appointments and Advancement (FAA). No financial data were provided for FAA. FAA reports having no room for budget reductions. All but a small amount for S & E for office operations is devoted to essential personnel. The IUPUI office has the same number of faculty as the Bloomington campus and processes equal numbers of E-doc transactions with two personnel as the Bloomington office processes with six personnel. FAA requests that Deans consider faculty needs and encourage faculty to participate in programs available to them. During the past year programming has been greatly increased through such events as P & T workshops, new faculty orientation, SRUF workshops, new leader orientation for deans and associate deans and the Plater Institute.

Graduate Office. The only income received by the Graduate Office is from application fees for Graduate Non-degree programs. Income was estimated at \$45,000 but was actually higher, enabling the office to meet shortfalls in some budget categories and carry over 5-10% of the budget as cash. The Graduate Office has maintained a cash reserve for several years and currently has over \$100,000 held aside to meet unexpected need in block grant, fellowship, or grant match funding. The Graduate Office is dealing with base reductions through reduced travel, the limiting of out-of-state recruiting, holding below budgeted amounts for outside publications and hospitality, the conversion of a student hourly worker to work study, and holding open a second graduate assistant position. These reductions will damage the ability to recruit effectively, however, previously established relationships will be relied upon to operate at distance and still recruit from key partner institutions. A goal is to reduce most paper files before the Graduate office moves from the Union building, thus saving moving costs. The Graduate Office will drop the \$14,000 CIC minority group membership fee that can hopefully be picked up by another office at IUPUI or the campus can elect to operate outside the CIC group. Minority recruiting efforts will continue within the Graduate office, though the resources of the CIC will be missed if the campus elects not to pick up these fees. If separation from the CIC does occur, the effect of this situation will be carefully monitored. A key issue expressed at the budget hearing was the lack of visibility for the Graduate Office; it is believed that “professional” students are doing okay but “graduate” students are getting lost. The impact of moving the Graduate Office off campus will be monitored.

Office of International Affairs (OIA). No financial data were provided for OIA. The OIA is dealing with base budget reductions through the employment of multiple strategies. These include, for example, substantial cuts in travel expenditures, the reassignment of income to cover cuts in essential staff positions, substantial cuts to the operating budget of the Center on Southeast Asia, substantial cuts to the OIA’s Special Fund for Supporting New International Development Initiatives, greater use of IT to replace travel, salary cuts and non-replacement of retired staff, raising visa services fees, and cost-sharing initiatives with other units and community organizations. These strategies for budget reductions are significant for a unit where student numbers and new programs are growing. Further cuts, however, would result in a reduction in the international services and the leadership IUPUI provides.

OFFICE OF DIVERSITY

The Office works closely with units across campus; for example, by providing research seed money for minority faculty to increase faculty retention. Adaptive Services is under the Office's umbrella, as diversity includes disabilities and other differences.

The Office is working on creating a multicultural center on the first floor of Taylor Hall.

The Office would like schools/units to share more broadly the efforts that they are already engaged in, especially the extensive community outreach, which demonstrates commitment to diversity.

EXTERNAL AFFAIRS

External Affairs

- Manage the IUPUI Brand
- Shameless Promotion
- Goal is lots of media hits
- Grow alumni programs

Budget reductions have affected the advertising strategy: fall heavy buy, spring less intensive. External Affairs is trying to buy smarter. External Affairs would like to partner more with Schools in advertising and in publications.

FINANCE AND ADMINISTRATION

Last year's report recorded a reduction of 5% over the previous year's actual budget; however, the actual budget for 2008-9 showed an increase of \$1,544,859. The budget for 2009-10 anticipates an increase in income from student fees and "other revenue" with a slight increase anticipated in income from assessments. Anticipated expenses for compensation stay relative to 2008-9 levels however, increases in general S& E, travel, and transfers are anticipated. (based on fiscal health report 9/29/09)

The requested 3.2% reduction targeted for this unit takes the expenditure budget to 14,325,7272. (Budget Office Approp. Red. Report 9/11/09)

A handout, containing the areas overriding credos and a flow chart of administrative hierarchy and the specific duties of each of the areas under Finance and Administration was distributed to the group.

Areas of concern:

- Wishard Land swap – extremely concerned about where the funding will come for this. Assistance was requested.
- Student Fees Outstanding- a discussion and concern over recovering around 1.4 million dollars in "bad debt" (about 1% of total fees) and discussion about how to more efficiently recover these funds. There was a discussion of outsourcing collections agents and questions of their effectiveness.
- Student Housing- They are working with the Vice Chancellor of Student Life to provide more campus housing
- Safety – They feel that they are understaffed and need more resources for public safety. They need a stronger security presence on campus.

There was discussion on the use of student employees and the cadet program. UITS employs around 600 student/hourly employees.

LIBRARY

Dean Lewis indicated that the **strengths** of the Library are (1) a strong dedicated staff, with librarians assigned to specific schools and a stable, (2) good centrally located physical facilities, although the 17-year old building is beginning to show its age, (3) a forward looking Vision in synch with campus priorities, and (4) strong community partnerships.

Assistance/Challenges. Facilities will be stressed as undergraduate students become more traditional, residential, and more academically focused; funding to support new programs, especially graduate and research programs; and support/tolerance by the campus as the Library moves away from old paradigms

Dean Lewis has taken institutional leadership related to bringing down the costs of textbooks. This issue has many facets, and no simple solution is available.

PLANNING AND INSTITUTIONAL IMPROVEMENT

Some facts about the Planning and Institutional Improvement Unit:

- Net Operating Budget Situation. The current 2009-10 budget projects a balanced budget with \$358,274 remaining in the fund balance. This represents a decrease of nearly \$40,000. This decrease was to cover increases in compensation. No funds are projected to remain from the net operating balance.
- Reserve Funds. Adequate. The balance meets the minimum 3% required amount set by the Trustees.
- Overall Financial Health. The Planning and Institutional Improvement unit is a well-managed and focused service unit. The overall health of the school is good.
- Unit has about 20 FTE with 3 academic personnel.
- Unit provides various campus reports such as budgetary hearing reports and reports for external groups.
- Unit wants to have a more centralized site for the testing center which is heavily used on this campus.

RESEARCH

I. General State of Fiscal Health

The Office of the Vice Chancellor for Research (OVCR) outlined four main components advancing IUPUI's research mission. These include: Research Development Office, Signature Centers Initiative, Center for Research and Learning, and the Solution Center. The overall message was that the office is currently able to address these four main missions. Discussion from budget hearing attendees included questions about more clarity around specific services from the OVCR related to faculty assistance with grant development and preparation. Currently the OVCR can support small projects, especially interdisciplinary collaborations. They support some efforts with CTSI and translational research projects.

II. Most Important Fiscal Issues and Plans to Address

The unit's response to how budget reductions for 2009 through 2011 are affecting their ability to deliver services have been to "reduce expenditures in those areas that as much as possible would not impact the quality of services provided, and to use some of the reserve funds associated with OVCR to minimize delay or termination of some planned initiatives."

The OVCR requested the following from IUPUI Schools and Departments:

- Provide start-up resources to faculty;
- Modify Promotion and Tenure Guidelines to raise expectations around high value research and interdisciplinary research;
- Support and encourage interdisciplinary collaborations and research to faculty and through graduate programs;
- Integrate undergraduate research experiences across campus;
- Raise expectations for faculty to conduct research with potential for tech transfer and commercialization, and significant economic and societal impact.

And for all campus units to "join forces in building world –class research infrastructures and programs at IUPUI."

III. Relevant Common Themes

- How to provide effective and cost-efficient research support services to faculty across campus.
- How to clarify what services are available from where and how to access across campus.

UITS

UITS is a core unit with representation of the IUB and IUPUI campuses and responsibilities for all campuses in the IU system. In its fiscal health statement four items stand out:

- the extraordinary increase in income from student technology fees (STFs) at a time when budget shortfalls and cuts are common;
- that the majority of that STF-based income increase was spent on additional professional staff (about 10 percent in professional staff and 16 percent in biweekly staff) rather than general S&E, which seems ironic since one rationale advanced for the need of transferring STFs from units on the IUPUI campus to UITS generally was that units spent STFs, incorrectly, on personnel;
- that there is no cushion beyond the mandated income shortfall reserve;
- that the number (and percentage) of academic staff is very small (1.5 FTE; not even one percent of the professional staff), which must mean that the four faculty who are members of the UITS leadership team are either not IUPUI faculty or do not hold full-time appointments.

UITS uses an internal Expenditure Review Committee (ERC) initiative to “constantly review services provided, and identify ways to deliver services more efficiently, and reduce or eliminate those no longer needed”—an initiative that enabled UITS to meet the targeted budget reductions.

In the discussion several themes predominated and the answers to some of the questions tended to be indirect, pointing simply to UITS’s second strategic plan. In UITS’s interest in developing well-articulated roles for each campus, the question arose how UITS will test the success of its academic and research-focused initiatives on the IUPUI campus. Since IUPUI is known nationally for its leadership in assessment it was suggested that such a systematic, research and curriculum-centered evaluation of UITS’s services from academics whose major responsibilities are research and instruction would provide UITS with the necessary direction for improvement and development. In addition it was recommended that such a research and instruction (curriculum) driven assessment should guide the goal setting of UITS as well as the implementation, effective delivery, and sustainability of any of its planned innovations and initiatives—in part to overcome the negative experience with the ways Oncourse CL was designed and implemented without timely and adequate faculty input and in part to overcome the incompatibility of different systems that characterize the IUPUI campus (especially differences between undergraduate and graduate programs and among foundational and professional curricula). The support on campus for opportunities to reduce duplicative efforts, to cooperate and to leverage cross-campus collaborative projects with technological solutions is strong but comes with a proviso that the faculty, and their respective units, not UITS professionals should drive those efforts.