

MISSION DIFFERENTIATION PROJECT

Context and Background: IUPUI is the largest university in the capital city of Indianapolis and the most comprehensive. It operates in a service area of about 1.5 million people, and aside from the Community College of Indiana/Ivy Tech, is the only public institution of higher education in the city. It is located in the downtown area, but not in close proximity to the areas of most significant population growth to the north of the city. It operates satellite sites in Carmel and Glendale and is responsible for a center in Columbus.

Special Considerations for this Analysis: No IU campus, and probably few in the United States, is as comprehensive and detailed in its planning and assessment efforts. IUPUI has, at least within its administration, created a culture of planning, data gathering and analysis that dwarfs the entire rest of Indiana University combined. This is a campus whose administration and academic leadership have clearly articulated desires, directions, and ways of arriving at its goals. Accordingly, the major issue for the MDP is to collaborate with the campus administration to decide how IUPUI's plans fit into the MDP's overall goals for Indiana University.

Student Body: IUPUI really is a complex university with distinct enterprises, missions, and student bodies. Aggregate data can be somewhat misleading. For example, students in graduate/professional programs in medicine and health sciences, which also includes nursing, dentistry, health and rehabilitation sciences, and social work, are generally outstanding since IUPUI is the unique provider of these programs in Indiana. New programs in health informatics, biomedical engineering, regenerative biology, health administration, and public health also will draw very strong students. Nevertheless, students in some undergraduate programs are essentially Indianapolis area residents taking advantage of their local educational option.

IUPUI has 29,860 students, slightly fewer than 1/3 of whom are graduate students. It also enrolls about the same number of post-baccalaureate students as IU Bloomington and Purdue West Lafayette. A majority (60%) of all graduate students are part-time, though only 13% of the graduate professional students (in medicine, dentistry, and law) attend part-time. A majority (60%+) of the undergraduates are full-time students. About 11% of the undergraduates are African-American, while less than 2% are Latino. Beginning students come in significant numbers from 10 counties, and in 1998, 57.8% were from Marion County. In 2003, reflecting stable high school graduation numbers in Marion County and fewer new students at IUPUI, the percentage from Marion County declined to 49.5%. Despite being one of the fastest growing counties in the U.S., Hamilton County enrollments also declined from 232 to 183. Striking growth in new students came instead from Hendricks and Johnson Counties. Less than 2% of IUPUI undergraduates are from outside the state of Indiana. In 1998, there were 4,934 beginning undergraduate students; in 2003, 4,360. That significant decline occurred mostly among part-time students, whose numbers declined from 967 to

482 freshmen and 619 to 521 transfers. Total transfers were up, however, from 1,390 to 1,534 in that five-year period. Graduate enrollments continued a steady increase.

Graduation, Persistence, and Most Commonly Taken Degrees: Persistence and graduation rates have been rising; of 1992 beginners, 16.3% graduated in six years or less; of 1997 beginners, 22.8% graduated. First to second year persistence rates rose, in a three year period, from 61.6% to 66.7%. The IUPUI rates are not significantly different from those of the IU regional campuses, though the trend line is very encouraging. The mix of degrees at IUPUI is more comprehensive than at any other campus, when the Purdue programs are included. At the Associate Degree level, the two significant degrees are in general studies and health-related programs. At the baccalaureate level, the four major programs are business, health, general studies/liberal arts, and education. There are strong cohorts in social sciences, public administration, arts, communication, and criminal justice. At the master's level, public administration, business, health sciences, and education are the biggest programs, with library science demonstrating a strong and growing cohort. The campus gave 356 health sciences degrees and 242 law degrees in 2003, and granted 20 doctorates in health and life sciences. In addition, 8-12 PhDs in mathematics, chemistry, biology, and physics are earned and awarded at IUPUI each year, but are counted at Purdue West Lafayette. New PhD programs in social work and philanthropic studies will increase the number of IU doctorates awarded and counted at IUPUI, while the new PhD in biomedical engineering earned in Indianapolis will be counted at West Lafayette. The campus' largest programs in terms of degrees are at the bachelor's level (nearly 2,000 degrees in 02-03), while master's and professional degrees combined totaled more than 1,500. IUPUI is consistently one of the nation's 20 largest producers of professional degrees. As is the case at many other campuses within IU, more than two-thirds of the undergraduate credit hours were at the 100 or 200 levels. Because of the large population of the Indianapolis area, this campus is unlikely to be endangered enrollment-wise by the presence of the community college, but it should be noted that it is reasonable to expect a drop in 100-level hours over time as the community college system grows.

Class Size analysis indicates that IUPUI hovers somewhere between the smaller campuses and Bloomington in this category. 41% of undergraduate sections had fewer than 20 students, while 30 sections had more than 100 students, and nearly 200 (10%) had more than 50. The student-faculty ratio is listed at 16.7 to 1. Faculty sections taught and credit hours generated also rank somewhere between Bloomington and the smaller campuses. The average faculty member taught 2.8 sections per semester – a number stable over time – for 7.5 credit hours, also a relatively stable number.

Student Admissions Practices: Formerly, acceptance to IUPUI appeared to be linked to matriculation, with 3,544 of 3,549 of those accepting matriculating. By 2003, the campus had adopted reporting practices more commonly used, showing 5,698 applicants, 4,373 admits (76.7%) and 2,826 matriculants (roughly 50% of the applicants). Among these matriculants, the SAT scores had risen by 20 points in the verbal section and 30 points in math over 5 years, while the percentage of matriculants in the top tenth of their high school classes doubled, from 5 to 10%. Similarly, the portion of the class in the top

quartile and top half also had increased significantly. Clearly, IUPUI has successfully improved, somewhat dramatically, its undergraduate student body over the past 5 years, primarily by cutting the number of beginners and working closely with the community college to refer approximately 1000 less well-qualified students there each year. In fact, IUPUI has led the state in developing Ivy Tech as a community college partner with the goal of providing educational access to the community through a differentiated mission. Longitudinal data for remediation are plentiful, and the overall percentage (5.1%) of undergraduates enrolled in remedial courses is quite low. As long as access to higher education is available to less qualified students in the area, and as long as IUPUI is not endangered financially by its more restrictive admissions practices, and as long as these practices do not negatively impact or unnecessarily compete with other IU campuses, the changes in the IU student body are to be applauded.

Faculty Profile: IUPUI's faculty features a cohort of full-time tenured and tenure-track faculty of 1,992, with 797 eligible to teach undergraduate courses. An additional 927 faculty have part-time assignments. (**Note:** You may want to indicate the percentages of full professors and males/females based on the 1,992 figure.) Just 5% of the faculty are African American, while 3% are Latino. The campus faces essentially the same diversity problems as confront most higher education institutions in Indiana, though with a higher minority student population and community population, the urgency of IUPUI's task to recruit and retain a more diverse faculty is greater than at some other campuses. IUPUI has in place an aggressive program to support the recruitment of underrepresented faculty. As at other campuses, the gender balance should even out as younger faculty move up the ranks; IUPUI has more full and associate professor than most campuses. There are slightly more full time faculty than part time.

Research: A major initiative in the campus plan and of the chancellor, research activity is growing at IUPUI and, in terms of dollars, is the largest on all eight campuses of IU, totaling \$265,922,000 in 2002-03. The lion's share of this is attributable to the presence and activity of the large IU School of Medicine and programs related to it. The campus chancellor has called for a doubling of research dollar volume over the next six years, not just in medicine but across all disciplines. This will have a major impact on the shape of the faculty and the future character of the campus, if successful. Life Sciences and Information Technology are major foci of research, as is Philanthropy.

IUPU Columbus: What used to be known as the "Columbus Center" has grown significantly as part of a consortium of Ivy Tech, Purdue, and IU with the assistance and facilitation of the Commission for Higher Education. Columbus now has nearly 2,000 students and a small but growing array of Bachelor's degrees and even an MBA. The site meets the tests set out by the ICHE for becoming a full-fledged campus, and is the first such site since the current six regional campuses to reach that status. Especially as IUPUI focuses on missions that transcend its local service area and its traditional role as an open admission urban campus, it is worth considering to let Columbus become a freestanding ninth campus within IU.

Mission, Vision and Planning: As said earlier, this is a campus that has more clearly, continuously and successfully planned its future and assessed its progress than any other. It seeks to become a model in civic engagement and service-learning, in new teaching and learning methods and ideas, and now in research and creative activity as well. The MDP should be an outgrowth of and asset to the ongoing planning and assessment efforts.

Challenges and Opportunities: At IUPUI there is and has for a long time been a palpable sense of growth and progress. Located in a new physical plant downtown, somewhat constrained physically but with enough space to grow for a while, IUPUI would seem to have few if any upside limits. As the campus matures, it becomes more and more seen not just as the old “urban extension” but as the great metroversity it aspires to be. The greatest challenge for IUPUI is to become the great university it wants to be while still remaining accessible to and helpful to its service area. It might want to consider developing a center in the northern suburbs which could grow as the Columbus campus has. That would free the main campus to concentrate on its quality growth. How will IUPUI grow along with Bloomington? Should the two work more closely together or “differentiate” more clearly and operate in more distinct orbits? How will the “core campus school” tradition, with its unique set of reporting lines, begun so successfully under Chancellors Bepko and Gros Louis, be sustained over time and new generations of leadership? So far, the arrangement with Purdue that has enabled IUPUI to offer virtually all degree programs to its constituents (“Why not Both?”) has worked very well. Will this arrangement continue to be sustainable as leadership changes over time at the host institutions?