Letter from President

Colleagues,

We start the 2016-2017 academic year with momentum — welcoming the Class of 2020 and celebrating the achievements of our faculty and the launch of new programs as well as the contributions of more than 40,000 active alumni who are making a difference close to home, throughout Indiana, and across the world.

Our significant strides toward putting action behind the collection of thoughts and statements articulated in Vision 2030 inspired even greater heights of student engagement, educational excellence and service, and civic impact. Fulfilling Vision 2030 required tactical application founded in the development of our Five-Year Strategic Plan. This five-year blueprint — in the final year of implementation — created momentum, articulated goals, and prioritized resources.

I hope you know how proud I am of our collective and your individual efforts that became a reality. The information and successes in the following pages reflect progress towards our vision for learning, leadership, engagement and service, fiscal health, connections with the surrounding community, and the advancement of the “Campaign for the University of Indianapolis.”

The next year offers more opportunities to gather information — and as a community, work to define the academic and intellectual life of the University. We soon begin this development of our next strategic five-year effort, framed by the ideas that endure in Vision 2030 and the successes of the current strategic plan. I hope you will continue to be engaged in discussion, participate in planning and implementation, and continue to share your thoughts with me (manuelr@uindy.edu) and throughout the year during the following open-topic discussions:

Wednesday, September 21, 2016, from 12 to 1 p.m. Tuesday, January 24, 2017, from 12 to 1 p.m.
Wednesday, October 26, 2016, from 12 to 1 p.m. Wednesday, March 8, 2017, from 12 to 1 p.m.
Wednesday, December 8, 2016, from 12 to 1 p.m. Tuesday, April 18, 2017, from 12 to 1 p.m.

As space is limited, RSVP to Angie Presnell (presnella@uindy.edu), to reserve a seat for these discussions.

Here’s to another great year at the University of Indianapolis.

Robert L. Manuel, President
The last twelve months have been positive and productive ones in the 114-year history of the University of Indianapolis — welcoming another class of high-quality students — while celebrating the achievements of more than 40,000 active alumni making a difference close to home and across the globe. We reached many milestones under the tenets of Vision 2030 and the first phase of our Five-Year Strategic Plan — but this doesn’t mean our initiative ends. The next phase of strategic development will focus on the academic and intellectual life of the University.

Here are some of the selected accomplishments of 2015–2016. Congratulations!
Learning, Leadership & Service: 2015-16 Progress

Teaching, Learning & Research

The University continues to strengthen existing programs, add new degrees and concentrations based on student interest and employer demand, and work to create a unique learning environment for students.

UIIndy’s accreditation has been renewed for another decade by the Higher Learning Commission, marking the successful completion of the Academic Quality Improvement Program (AQIP) evaluation process – led by the efforts of Executive Vice President and Provost Dr. Deb Balogh, Dr. Mary Moore, and Dr. Mary Beth Bagg; a testament to the University’s continued high standard of academic excellence and institutional leadership, and a vision for the future that challenges faculty and students alike.

The University’s outstanding faculty and staff accomplishments over the last year include – but certainly are not limited to:

• Dr. James Williams named UIIndy’s 2016 Teacher of the Year;

• Dr. Jeremiah Gibbs, university chaplain, awarded a $580,000 grant from the Lilly Endowment to expand spiritual formation programs for high school students;

• Dr. Heidi Hancher-Rauch, associate professor of Public Health and Kinesiology, was awarded a $38,000 grant from the Indiana Minority Health Coalition for cognitive behavior therapy project

• Dr. Emily J. Slaven, assistant professor of Physical Therapy, received the American Physical Therapy Association’s Moore Award for early-career academicians demonstrating excellence in research and teaching;

• Dr. Christopher Moore, associate professor of Earth-Space Science and Anthropology, led a public archaeology dig in Carroll County that has been named an official Legacy Project by the 2016 Indiana Bicentennial Commission;

• Jim Ream, associate professor of Theatre, played the title role of Shakespeare’s King Lear, with students and more than a dozen alumni in the production’s cast and crew;

• Dr. Kevin Whiteacre, associate professor and chair of Sociology & Criminal Justice, and Dr. Amanda Miller, associate professor of Sociology, presented their findings from Belize Central Prison research for the annual Provost’s Lecture;

• Austin Hartman, assistant professor of Music, launched the Shaheen String Quartet Residency Project featuring ISO Concertmaster Zach DePue;

• Barbara Winningham, assistant professor of Nursing, was inducted as a fellow of the American College of Nurse-Midwives;
Dr. Laura Albright, assistant professor of Political Science, continues to be a sought-after local news analyst for Election 2016, with national interviews including CBS News, NPR, Reuters, Bloomberg News, The Atlantic, and Inside Higher Ed.

Great teachers inspire great students, and it’s also worth noting one exemplar of the last year. A 2016 graduate, Ahmed “Zak” Mitiche, learned in April he was awarded a prestigious Fulbright scholarship. He will pursue his Fulbright project in Morocco and will take on some service work while advancing the broader Fulbright mission of building ties and mutual understanding between U.S. residents and people in other countries. Zak embodies both scholastic achievement and the value of “Education for Service.”

He joined a growing, global network of UIndy alumni whose achievements are the University’s lasting legacy. Among a wealth of alumni successes over the last year:

- Alumna Gisela Miller, president/CFO of D-A Lubricant Company and PennGrade Motor Oil, led the company to become the first presenting sponsor of the Indianapolis 500 during its centennial year;
- Alumnus Adam Henze also played a pivotal role at the Speedway, as the Official Poet of the 100th Running of the Indianapolis 500;
- Alumna Amber Van Til was named president of the Indiana Bankers Association;
- Alumna Nichole Wilson, executive director of Sports Medicine, Physical Therapy and Rehabilitation for Community Health Network, was honored as one of the Indianapolis Business Journal’s 2015 Women of Influence.
ACADEMIC PROGRAMS
The list of contributions, achievements, and recognitions of faculty, students and alumni could easily grow to overwhelm the limits of this report. New and notably-expanded programs also created exciting learning opportunities in 2015–16:

• A national search for a director of Engineering programs recruited Dr. José Sánchez to lead the expansion of this area, with the insight of private industry through a newly recruited advisory board. With several engineering fields among Indiana’s (and the nation’s) most sought-after occupations, this will be a growing and dynamic department.

• UIIndy’s School of Adult Learning was selected by the National Collegiate Athletic Association to develop and deliver ‘Leadership Essentials’ — a customized supervisor management training program provided at the NCAA’s headquarters in Indianapolis focused on corporate training solutions to meet the needs of local and regional employers.

• Cybersecurity is the newest concentration within UIIndy’s Criminal Justice program, responding to growing demand and seemingly daily headlines about the growing threat and evolving law enforcement response to data ‘hacks,’ cyber-security breaches, and other digital crimes.

• Non-Criminal Justice majors are fighting crime, too, and taking experiential learning to a new level. The University’s Archeology and Forensics team of graduate Biology students have helped law enforcement on two recent occasions in recovering and identifying human remains.

• Two new Master’s of Professional Studies degrees were also planned over the past year to launch this fall — Human Resource Development & Administration and Real Estate Development & Construction Management, both meeting high-growth needs among Indiana employers and structured to allow working professionals to advance their careers with accelerated evening courses.

• Learning is at best a collaborative exercise, and interdisciplinary work among different departments creates a richer educational experience and new knowledge. Some academic areas naturally cross fields. For example, Cybersecurity (in Criminal Justice), and Computer Science are organized to bring faculty together around broader challenges and opportunities.

• In December, the new two-day conference “Cross-Pollinations” celebrated interdisciplinary work and awarded new innovative collaboration grants to incentivize promising cooperative efforts.

• The new UIIndy Health Pavilion shows how campus planning advances collaboration, bringing all health-related fields and research institutes (the Center for Aging & Community) together. This creates synergies for students and faculty, along with “hands-on” learning opportunities for students through the University’s new clinical partnership with Community Health Network to provide medical services to low-income families in the neighborhoods around campus.
LEARNING BEYOND THE CLASSROOM
A well-rounded student experience transcends the classroom. It includes a spirit of learning and self-discovery, the chance to form lasting relationships, and share in a vibrant campus culture.

• A series of Intellectual Life Dialogues began this year to convene faculty, students, administrators, and staff to discuss the intellectual environment on campus and create a strategy to promote diversity, inclusion, intellectual curiosity, and the pursuit of higher learning.

• Similarly, the administration has launched ‘Campus Conversation’ events to create more opportunities for open, thoughtful communication around issues related to University life.

• A growing calendar of cultural and recreational events (including hosting TEDx Indianapolis in October), high-profile speakers, and a thriving ecosystem of student groups and athletic programs (including the inaugural season of Greyhound lacrosse) create a spirit of enthusiasm and camaraderie that supports academic success.

• A new pilot partnership with USA Funds brings together students and employers to address workforce needs and the opportunity for students to work in their field of study while earning their degree through a pilot program, coLAB, led by the Professional Edge Center and Student Affairs.

PURSUITING NEW KNOWLEDGE – GRANT AWARDS
While UIndy faculty are committed to teaching, their research efforts expand the boundaries of knowledge in their respective fields — strengthening the University and giving students opportunities to learn on the leading edge of their chosen programs.

University grants provide a macro-measurement of the research productivity of the faculty, and also provide much-needed ‘start-up’ funding for new degrees and centers. Over the six years from FY2011 to FY2016, annual grant funding has grown from less than $2.7M to more than $5.3M this year, with cumulative grant awards now totaling more than $24.5M. The number of successful grants has grown five-fold, from 6 to 31 (with an upward trend in applications showing faculty initiative and that success breeds even greater results).
Institutional Leadership & Community Engagement:

While UIndy prepares future leaders for service, the University itself also takes on a leadership role in the critical issues shaping tomorrow’s economy. The term ‘anchor institution’ is often used to describe a university’s civic impact, but UIndy seeks a more active description. Over the past year, the University has sought out a larger role as a community catalyst:

- The skill attainment of Indiana’s workforce is one of the state’s central challenges in today’s talent-driven marketplace. UIndy’s Center of Excellence in Leadership of Learning (CELL) leads the Education Workforce Innovation Network, a statewide effort to align K-12 and postsecondary education with regional workforce needs. The Lilly Endowment committed nearly $1M (a $925,000 grant) to continue this effort for another two years, recognizing its value in bringing educators, employers, and community partners together to increase employment and earnings through education, while building a more competitive business climate in the process.

- The health professions represent a growing group of occupations, with labor challenges even more acute in many Indiana communities underserved in medical care and trained health professionals. UIndy’s leadership in the Metropolitan Indianapolis Central Indiana Area Health Education Center (MICI-AHEC) plays a major role in providing healthcare professionals prepared to meet the needs of the nine-county Indianapolis metro by focusing on outreach and promotion of health careers to the region’s high school students, and providing support, clinical training, and continuing education opportunities for practitioners serving disadvantaged or isolated patient populations.

- The University is also pursuing direct interventions to boost educational achievement, college access and career-readiness. This year saw the partnership with Goodwill’s Excel Center, an innovative dual-credit direct admission initiative (the 1+3 Program) with Perry Meridian High School and Vincennes University, and the continuation of the Woodrow Wilson Teaching Fellowships to build the ranks of teachers with math, science, and technology expertise in high-need districts.

- Preparing the future and existing workforce for career success is a massive undertaking for educators and employers; but for society, the plight of those leaving the workforce altogether — the growing elderly population — is perhaps just as complex. UIndy’s Center for Aging & Community (CAC) is one of Indiana’s leading centers for Aging Studies, setting the University apart in its work on healthcare and socioeconomic issues around aging. This year, CAC was awarded a $550,000 grant from the Indiana State Department of Health to develop expressive arts program for long-term care facilities.

- Campus capital projects support neighborhood redevelopment and connectivity with Greater Indianapolis. UIndy supports the Red Line rapid transit project and the new Greyhound Village Apartments will be just steps away from the proposed station for the high-frequency bus route.

- Strategic leasing of University land to community partners to advance the quality of life and create service learning opportunities. Goodwill Industries’ Excel Center (University Heights) school — a branch of the Indianapolis Neighborhood Housing Partnership on National Avenue — and Joy’s House adult caregiving facility adjacent to the health pavilion are among notable relationships this year.

- Working with neighborhood groups, corporate sponsors and civic groups, UIndy is playing an active role in
Learning, Leadership & Service: 2015-16 Progress

the Southside Quality of Life Plan facilitated by the Local Initiatives Support Corporation and has joined with neighbors to plan and advocate for appropriate use of surrounding property.

• In one example of working proactively to improve the quality of life for the University and neighborhoods, traffic configurations were changed this year to improve traffic flow, promote pedestrian safety, and add much-needed parking. Windermire was made a one-way street from State to Otterbein avenues, allowing the conversion of 30 parallel-parking spaces to 72 non-permit ‘reverse angle’ spaces.

• The land-use approach also involves green space for students and residents. As part of the development of the health pavilion, UIndy and city officials were able to allocate community development grant funding to supplement University and private donor contributions and complete the planned University Heights Park (on land previously donated by UIndy).

• In a more dramatic case of cooperative action and civic leadership, UIndy helped convene community groups (University Heights Neighborhood Association and others) and successfully appeal to public officials to rethink an ill-conceived methadone dispensing facility relocation in the midst of promising redevelopment in the neighborhoods adjacent to the campus.

Community Service

Consistent with UIndy’s motto, “Education for Service,” the past year saw 100,000+ hours of student time collectively committed to charitable causes and civic endeavors. Some involve academic partnerships where service-learning prepares students to make an impact in their professional lives while making a difference today, e.g., the Community Health Clinic based in the health pavilion. Other volunteer services provide students with a new perspective as they help those in need.

All their efforts are proudly supported by the University. Highlights from 2015-16 include:

• A group of UIndy volunteers spent their break repairing homes for impoverished residents of eastern Tennessee, the 33rd consecutive year in which UIndy students provided manpower through Appalachia Service Project, a nonprofit ministry based in Johnson City.

• In a newer tradition, students held a UIndy for Riley Dance Marathon in February, exceeding the $20,000 goal with a total of $21,121.17 raised.

• As noted earlier, the new Southside location of Joy’s House adult day service opened in March just steps from the UIndy Health Pavilion, and the campus community has been quick to seize on what Joy’s House founder and president Tina McIntosh calls the “robust volunteer and internship opportunities for UIndy students.”

• To help the University mark Martin Luther King Jr. Day, more than 250 students, faculty, and staff volunteers donated their holiday time to help prepare low-cost, high-nutrition meals for needy families in Indianapolis. The result: 51,192 meals, packaged in an assembly line of volunteers in collaboration with the local nonprofit group Pack Away Hunger.
Brittany Finigan (founder of the UIndy chapter of the national Food Recovery Network), along with volunteer coordinator Ebube Onaga (checkered top) take left over food from UIndy Dining Services to deliver to the Salvation Army downtown Indianapolis.

These Greyhounds spent the week rehabbing homes for low-income families through Appalachia Service Project. The trip marked the 33rd consecutive year that UIndy students have volunteered with the nonprofit ministry organization.

UIndy students joined other groups during a day of sharing to donate time at Gleaners Food Bank.

Joy’s House Adult Day Service opened, a nonprofit that helps families coping with age and disability.

• UIndy’s chapter of the Food Recovery Network was featured in an Indianapolis Recorder newspaper story headlined “UIndy students recover pounds of food for the community.” Founded last year by junior Brittany Finigan, the student organization rescues uneaten food from UIndy Dining Services and packages it for delivery to local agencies that serve the needy.

• In September, more than 800 University of Indianapolis students, faculty, and staff members donated their time and effort to benefit community groups, nonprofit organizations and public spaces throughout the city. The annual UIndy Super Saturday of Service continued to be the University’s largest single ‘push for public good,’ introducing another class of freshmen to the “Education for Service” creed.

• Also mentioned previously, the Excel Center, Goodwill Industries’ network of charter high schools for adult students, and one of UIndy’s important new neighborhood partners, opened its University Heights location in the fall. UIndy students are providing tutoring and other services to Excel’s students. The relationship is part of our vision of enhancing the quality of life in the neighborhood.

• Also in October, UIndy served as host of the fourth annual TEDx Indianapolis conference, featuring 16 creative thinkers from around the world speaking on the theme “Keep It Simple.” UIndy faculty contributed to the planning and scores of UIndy volunteers provided hospitality.
Alumni & Advancement: the Campaign for UIndy

In early 2014, the University of Indianapolis Board of Trustees approved a five-year plan of capital projects and educational investments that represent a $50M commitment to the University and the neighboring community — and the first phase the Five-Year Strategic Plan.

In October 2015, the administration launched the Campaign for the University of Indianapolis to build support — and funding — toward this ambitious plan from alumni, faculty and staff, and civic and corporate leaders across Central Indiana and beyond.

“UIndy Starts with You” encourages personal investment in the University’s growth. As detailed in the previous section, progress on the five-year plan and Vision 2030 has been significant — and each success has built enthusiasm and momentum for the campaign in turn.

While the progress toward the overall campaign goal has exceeded expectations, the broad-based support is another point of pride. Nearly 5,000 total donors in FY2015 is more than a 10 percent increase from 2014, and 2016 reached a new high mark with 5,461 donors. This includes both significant increases in individual alumni gifts and participation from 49 percent of faculty and staff (a rate far beyond national higher education campaign benchmarks).

This level of engagement shows a high-degree of commitment and enthusiasm for the UIndy vision of preparing for the Class of 2030. It is also a testament to an active Alumni Engagement Office effort:

- Roughly 2,500 participants at alumni- and development-related events sponsored by the office;

- Sponsorship of 20+ events, including a first-time event — the Student Research and Creativity Showcase — in a reception that featured 12 UIndy students exhibiting their original research to donors and faculty;

- Organizing the first-ever UIndy Day, a social media-based giving campaign featuring three giving opportunities in a crowd-funding format, yielding 414 gifts and $29,065 raised in just 24 hours — funding a 3-D printer to be used by physical and occupational therapy students.
TOTAL OVERALL DONORS

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<th>Year</th>
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<th>Total Raised</th>
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<td>2015</td>
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<tr>
<td>2016</td>
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TOTAL NUMBER OF GIFTS

20,497

TOTAL RAISED AS OF FY 2016

$42,717,740
University Environment

Vision 2030 stresses the need for an “environment that champions leadership and service.” This includes the ‘built environment’ of facilities and infrastructure that supports education, enrollment, and institutional competitiveness. The past year has been transformative for the campus:

- The completion of the new UIndy Health Pavilion last August created an integrated, state-of-the-art home for allied health programs, including the new Master of Public Health program, which supports interdisciplinary study and research and provides space for these high-demand degrees to expand.

- Similarly, renovations of Lilly Science Hall and Martin Hall are creating an integrated hub for applied sciences, including engineering. As with the health pavilion, creating a shared facility equipped with the technologies and other tools required by these fields will create a more collaborative environment and expand learning opportunities across these programs.

- The Lilly-Martin renovation also accommodates ‘Makerspace,’ which will encourage project-based learning and hands-on student research. This on-campus resource is an exciting opportunity for students. The demand for such facilities is growing across Central Indiana.

- The University’s new lacrosse program impacted University enrollment and out-of-state geographic reach, with the majority of these student-athletes coming from states other than Indiana. The team is the only Division II lacrosse team in Indiana.

As UIndy sets successive records for largest incoming classes, the newly opened Greyhound Village apartments with a 97-percent occupancy rate creates much-needed student and young alumni housing. An official ribbon-cutting marked the completion of the project in early August.
• The renovated Krannert Library creates an appealing new space for study, collaboration, and refreshment (with new café and food options) and multimedia resources.

• A new student engagement area was completed this summer in the Schwitzer Student Center — expanding opportunities to interact with the Professional Edge Center and Student Affairs services and staff, designed to increase access to services, programs, career counseling, and professional networking.

The completion of the 160,000 square-foot UIndy Health Pavilion last August creates an integrated, state-of-the-art home for allied health programs—including the new Master of Public Health program—supporting interdisciplinary study and research and space for these high-demand degrees to expand.

The renovated Krannert Library creates an appealing new space for study, collaboration, and refreshment (with new café and food options) and multimedia resources.
Enrollment & Retention Snapshot

Total enrollment continued to rise in 2015 and 2016, fueled by strong and steady growth in our undergraduate population, continued demand for nationally ranked graduate programs (and expanding this portfolio with new degrees). Fall 2016 will mark UIndy’s 14th consecutive record for the largest incoming freshman class — roughly 40 more first-year students than 2015’s group. While the number of incoming students increased each year from 2012 to 2016; the University only grew by 356 students. A few examples include:

- A 100 percent increase in the (new-and-expanding) Engineering programs, along with substantial increases in Nursing and Elementary Education. Geographically, the last academic year continued a recent growth trend in out-of-state students (extending outside the Midwest) as well as in international freshman students.

- The School for Adult Learning major reorganization led by Dr. Judith Apple-Van Alstine, including a designated enrollment office, new programs and enhanced University-wide collaborations — to address the growing needs and expectations of the adult-learning population.

- The graduate programs remain strong, with applicant demand exceeding capacity among nationally ranked programs in physical therapy, occupational therapy, and psychology. The launch of new programs, such as the Master of Professional Studies (MPS) in Real Estate/Construction and MPS in Human Relations, continues with a concerted marketing campaign.

- Summer enrollment is running ahead of this same period last year for our traditional undergraduate and graduate students; again, SAL is an outlier in this upward trajectory, running behind in summer registrations from 2015 to 2016.
Retention and Graduation:

Across the country we see examples of students who fail to earn a degree after investing in tuition. Housing and other expenses leaves erstwhile students woefully unprepared and financially burdened as they explore limited professional options. UIndy remains committed to focusing on degree completion while providing access to affordable education, addressing a nationwide trend of debt accrual, without the earning power and career opportunities that come with a degree.

- Since 2011, second-year undergraduate retention rates have steadily improved (and second-to-third year retention has seen a similar increase over time, despite a slight dip in 2013).

- On-time (four-year) graduation is also on a three-year upswing (with a 12 percent improvement since 2008). The Class of 2016’s 48.6 percent on-time graduation mark is 16 percent higher than Indiana’s four-year public universities (and on par with its flagship public campuses) but lags the average of private institutions (as calculated by NCES). However, UIndy is making rapid progress on this front: on-time graduation rates for the last three undergraduate cohorts have improved 8 percent — more than twice the increase of Indiana’s public universities, and bucking the slight decrease among the state’s private colleges.

The University-wide efforts to advance recruitment and retention continue to move in the right direction even with a few efforts lagging. The following highlights illustrate this progress and areas of focus.
Renovation of the science halls, Lilly and Martin, continued during the summer of 2016. Painting, tearing down and building new walls, creation of the Makerspace and new student gathering areas, and other renovations continue.

**1ST TO 2ND YEAR RETENTION**

- **Women**: 73.8% in Fall 2011, 75.2% in Fall 2016
- **All**: 73.6% in Fall 2011, 76.0% in Fall 2016
- **Men**: 73.2% in Fall 2011, 72.3% in Fall 2016
- **First Generation**: 67.9% in Fall 2011, 66.7% in Fall 2016
- **Hispanic**: 65.4% in Fall 2011, 65.4% in Fall 2016
- **Advised Admits**: 61.6% in Fall 2011, 61.6% in Fall 2016
- **African American**: 60.3% in Fall 2011, 59.9% in Fall 2016
Growing Towards 2030: Enrollment To Graduation

4-YEAR GRADUATION

- **Women**: 49.6%
- **All**: 43.9%
- **Hispanic First Generation**: 40.0%
- **Men**: 32.8%
- **Advised Admits**: 16.7%
- **African American**: 10.2%

**FALL 2011**

**SPRING 2012**

**FALL 2012**

**SPRING 2013**

**FALL 2013**

**SPRING 2014**

**FALL 2014**

**SPRING 2015**

**FALL 2015**

**SPRING 2016**

6-YEAR GRADUATION

- **Women**: 52.5%
- **All**: 52.5%
- **Men**: 52.5%
- **Hispanic First Generation**: 44.4%
- **African American**: 29.2%
- **Advised Admits**: 28.9%

**FALL 2011**

**SPRING 2012**

**FALL 2012**

**SPRING 2013**

**FALL 2013**

**SPRING 2014**

**FALL 2014**

**SPRING 2015**

**FALL 2015**

**SPRING 2016**
Overview of the 2015–2016 State of the University’s Finance

Our efforts to be good financial stewards during the past decade has established a University in good standing — as illustrated by the following examples.

Key Highlights:

• As a financially healthy University we continue to invest to cover the start-up costs for all new programs not included in the operational budget, aligning funds to advance the institution’s academic and intellectual life.

• Full-time faculty (by headcount and compensation) has outpaced enrollment growth, overall and in full-time undergraduate and total graduate student increases.

• This has led to an improvement in faculty/student ratio amid 14 consecutive incoming freshman classes ranked successively as the University’s largest.

• As enrollment has grown, the five-year Compound Annual Growth Rate (CAGR) for instructional/academic and student services spending (combined 11.8 percent) is more than double the overall institutional CAGR trend (5 percent).

• Instructional/academic compensation therefore also accounts for a large share of total compensation, 63 percent in FY2016.

• As the University has invested in faculty and learning resources, note that the addition of tenure/tenure-track faculty has outpaced non-tenure track positions, and full-time staff hiring has similarly overwhelmed part-time positions (which have actually declined).

• The University is able to align just under 50 percent of its budget to support one of our primary concepts — the academic and intellectual life. The instructional/academic expenses make up nearly half (48 percent) of the FY2016 budget; comparative to roughly 33 percent of NCES average for private institutions nationally.
OPERATING EXPENSES
HISTORICAL EXPENSES

INSTRUCTIONAL + ACADEMIC

INSTITUTIONAL + COMMUNITY
15,033,566
14,692,682

STUDENT SERVICES
9,993,990

PLANT
8,165,887

AUXILIARY


16% INSTITUTIONAL + COMMUNITY

48% INSTRUCTIONAL + ACADEMIC

11% PLANT

9% AUXILIARY

16% STUDENT SERVICES

FY2016
92,072,457
ANNUAL OPERATING EXPENSES
Strategies to support new faculty hiring continue to impact the University's ability to maintain one of the best student-faculty ratios in the state.
Looking Forward: Our Focus

We accomplished much this year as we worked to solve many of the challenges facing higher education, and we should all be proud of these efforts. The next year is an opportunity to continue the trend of successful momentum.

1. Preparation to welcome a new Provost, the ‘chief academic officer’ who will lead the continued conversation around UIndy’s academic and intellectual life, strengthening our culture of learning, leadership, and service.

2. Continue the evolution of the Gene & Mary Ann Zink Poverty Center, focused on cultivating and enhancing community efforts and financial resources, driven by an integrated, evidence-based and outcome-oriented strategy, operational plan, and expanded outreach to public agencies, non-profits and other partners.

3. As an academic community, continue to work together to focus resources on strategic plan priorities, aligning budgets and encouraging collaborative efforts.

4. Continue our momentum into Phase II of the Campaign for UIndy. Continue to fundraise beyond the existing campaign goal of $50 million to support new and innovative ways to strengthen student retention and to support the creation of new programs/projects to impact academic and intellectual life.

5. Increase our commitment to explore and expand graduate programs to meet existing and emerging workforce needs, and help Indiana’s incumbent workforce increase employment potential and earning power through a restructured and reenergized School for Adult Learning.

6. Recommit to engaging the campus community to enhance information sharing, discussion and decision-making among faculty and staff impacting new developments and the issues that impact the future of the University.

7. Deliver a comprehensive and outcomes-focused university brand strategy and an effective portfolio of resources to support University priorities, reputation, admissions and fundraising.