

# New Revenue Streams and Educational Infrastructure at IUPUI

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## Abstract

*Dynamic planning, an approach to steadily put in motion some aspects of a strategic plan, even while the rest of the planning is in progress, has been used successfully over the past five years for implementing the IUPUI Academic Plan. The eleven major strategic initiatives that underlie the academic plan have enhanced the research, teaching, and service missions of the campus. They have generated several substantial new revenue streams, including an increase in state funding. These revenue streams have helped to cushion IUPUI from the current economic downturn and helped build a robust educational infrastructure which has stimulated multidisciplinary research productivity, improved student retention, and increased faculty diversity and enthusiasm. The educational experience has been enhanced via the development of innovative degree programs and the RISE (Research, International, Service and Experiential) initiative.*

Building an educational infrastructure is equivalent to constructing a robust platform—a stage on which faculty, staff, and students continuously can enhance the educational mission of a university and proudly showcase the outcomes of their research, teaching, and service activities. In the past five years, educational infrastructure at IUPUI has been expanded via our strategic academic plan, which places an emphasis on new revenue streams being essential for success. This article describes the dynamic planning process used for formulating and implementing the academic plan. The major academic initiatives, and the many positive outcomes that have emerged, are described.

It is appropriate to start with some background information. In the mid-1960s, a number of city mayors stressed the crucial importance of establishing major institutions of higher learning in their cities. In particular, Mayor Richard G. Lugar of Indianapolis gave a widely-quoted speech stating that “a great city must have at its heart a great university” (Lugar 1968). The IUPUI campus was established in 1969 as the conglomeration of fifteen Indiana University schools (nursing, medicine, social work, business, law, dentistry, liberal arts, art and design, etc.) and two Purdue University schools (science, engineering and technology) located in Indianapolis (Gray 2003). Over the years, IUPUI has evolved steadily into Indiana’s premier urban public research university with a focus on the health and life sciences. Currently, IUPUI enrolls 31,000 students (22,000 undergraduates, 9,000 graduates) and awards 6,000 degrees every year. The annual budget is \$1.3 billion, and there are about 2,500 full-time faculty. Federal research expenditures on campus are about \$350 million per year.

Since its inception, IUPUI has been a campus with a culture of taking community engagement and service learning very seriously. The IUPUI Academic Plan was conceived on this background starting in 2006.

## **Dynamic Planning and Implementation Process**

All institutions of higher education periodically undertake a strategic planning process, especially when new leadership takes office. The planning process is usually thoughtful, involves many people, and is, therefore, slow, often taking a year or two. In many cases, after some time passes, even if communication is good, many faculty (especially those not directly involved in the planning) lose confidence and often believe that the planning exercise will eventually yield just one more report gathering dust on an administrative shelf. Further, since there is rarely any implementation as the planning is taking place, the whole process is fairly static. Planning is all about envisioning the future—generating creative new ideas. However, planning without implementation is not a good idea!

In contrast to static planning, at IUPUI, we chose to engage in dynamic planning—an approach to steadily implement some aspects of a strategic plan, even while the rest of the planning process is in progress. Some initiatives in the strategic plan were formulated quickly and were rolled out for rapid implementation. There is nothing better than a few quick wins to spark faculty enthusiasm! Other initiatives needed more discussion and input, and they were formulated gradually.

The dynamic planning concept is best appreciated in the context of the development and implementation of the IUPUI Academic Plan for 2006 to 2011. The academic plan had four goals. The first three goals were to strive for excellence in the research, teaching, and service areas. The fourth goal was to enhance the resource base. The first three goals are appropriate for a tripartite mission consistent with any major public research university. They are also aligned with IUPUI's mission statement—to be an outstanding urban public research university with emphasis on health and life sciences and a commitment to educational, cultural, and economic development! The fourth goal of strengthening the resource base was positioned deliberately in a prominent manner, since adequate resources are essential to enable attainment of the first three goals.

More specifically, the aim was to maximize scholarship and educational activities taking full advantage of the available resources—money, space, infrastructure, quality and quantity of the faculty and students, location, job and internship opportunities. However, to be really successful, the goal was to seek new revenue streams that would enable students, faculty, and staff to achieve their dreams and aspirations. It is a human tendency to remark on the high and low points of an institution. People praise the really good features and criticize the shortcomings. The direction we decided to pursue was to “build on strengths and eliminate weaknesses.” We wanted to change the

landscape to build some signature programs while eliminating the potholes, especially the very low retention and graduation rate, which was hurting IUPUI's ranking.

Finally, as part of the academic plan, it was decided that IUPUI's successes had to be prominently showcased along with clear articulation of the educational, economic, and cultural benefits to society. The faculty, staff, and students needed to feel a greater sense of pride in their achievements, and Indianapolis had to become more aware of the steadily increasing campus reputation on the national educational scene.

For implementation purposes, the campus identified seventy action items which supported the four goals of the academic plan. Each action item was assigned a small team of four or five people; the teams were chosen by the academic deans and faculty governance committees. Each action team was asked to provide bulleted suggestions relevant to the item they were considering. A group of faculty fellows in the Office of Academic Affairs was assigned the task of taking action team recommendations and putting them on the campus website for comments. Input was also solicited through town halls and departmental visits. The action items gradually crystallized into well-defined initiatives. Consistent with the spirit of dynamic planning, a few key initiatives were put into operation within a few months; these were the Signature Centers Initiative for enhancing multidisciplinary research and the Support for the Recruitment of Underrepresented Faculty program. From the preceding description, it should be apparent that we engaged a fairly large part of the IUPUI community in the planning process. It was important to have this input in shaping the academic plan since campus-wide implementation can be successful only via an enthusiastic cooperative effort for channeling campus energy in priority directions.

## **IUPUI Academic Plan— Eleven Major Initiatives and Outcomes**

The IUPUI Academic Plan was formulated using the process described in the previous section. The eleven major initiatives were steadily rolled out, roughly three new initiatives every year. At this point, all initiatives have been implemented, and there have been some excellent measurable outcomes. Table 1 provides a summary. In particular, initiatives 1, 2, 6, 8, and 9 are helpful for stimulating research (Goal 1); initiatives 2, 3, 4, 5, 6, and 7 play an important role for enhancing teaching and learning (Goal 2); initiatives 4, 6, and 8 are critical for enhancing service and community engagement (Goal 3); and initiatives 1, 3, 7, 10, and 11 have been valuable for generating additional resources and new revenue streams (Goal 4). Each initiative is now described briefly.

**Table 1. IUPUI Academic Plan—  
Eleven Major Initiatives and Outcomes (2006 to 2011)**

Initiative	Outcome
1. Signature Centers Initiative	Enhanced multidisciplinary research collaborations. Research funding \$260 million ⇒ \$400 million.**
2. Support for the Recruitment of Underrepresented Faculty (SRUF)	Increased faculty diversity. Minority faculty 19% ⇒ 24%.
3. Summer Success Academy, freshman experiences, expanded need and merit scholarships	Dramatic improvement in retention and graduation—yields additional tuition income.** One year retention 62% ⇒ 75%. IUPUI got an increase in state funding for AY 2012.**
4. RISE Initiative	Research, International, Service, Experiential real-life experiences. Enhances undergraduate education—recorded on student transcripts; 5,000 students/year in service learning.
5. IUPUI Honors College	Hired founding dean, remodeled space. Attracting top-quality students with health and life sciences interests; 200 students/year.
6. New academic programs	24 new degree programs based on campus, Indianapolis strengths. Motorsports, tourism, art therapy, philanthropy, public health.
7. Enrollment Shaping Initiative	Adds educational value—2+2 programs. \$10 million extra annual tuition revenue from out-of-state students.**
8. TRIP—Translating Research Into Practice	Emphasize the research of IUPUI’s translational scholars and the value-added to quality of life; increased service learning.
9. STEM education	Woodrow Wilson, APLU Science and Mathematics Teaching Imperative, NSF STEM expansion program, Noyce Teacher Scholarship program, etc.

10. IUPUI IMPACT capital campaign	Fundraising campaign with \$1.25 billion target goal. \$1.05 billion raised.**
11. Marketing effort	Increased national recognition and awards.
**New revenue stream	

- 1. Signature Centers Initiative:** This initiative was designed specifically to raise IUPUI’s research efforts to a higher level, thereby bringing more recognition to the campus. The initiative was designed to provide flexible seed funding to enhance interdisciplinary research collaborations and to stimulate the creation and nurturing of centers, which would become, over time, the signatures of IUPUI. The initiative provides a good outlet for faculty to come up with creative interdisciplinary proposals based on their expertise. School deans were required to match the funding provided by the central administration. This ensured widespread buy-in for each center. The selection process involving faculty committees works very efficiently. So far, thirty-five centers have been funded with \$300,000 each in flexible seed money. The typical campus investment has been \$3 million per year. The Signature Centers typically generate about \$65 million in research funding/year. The initiative certainly has played a major role and contributed toward the increase in total research funding at IUPUI from about \$260 million to about \$400 million over the past four years. There also has been a marked increase in scholarly activity including additional publications, conferences, and participation of both graduate and undergraduate students in these research efforts.
- 2. Support for the Recruitment of Underrepresented Faculty (SRUF):** The SRUF program was shaped and implemented in consultation with the Deans Council and the Faculty Council. It provides \$50,000 for the first year and \$25,000 thereafter as long as an underrepresented faculty member remains on the faculty at IUPUI. The initial year larger investment was designed especially so that deans could make an opportunistic talented hire, even if they had not budgeted for a faculty search in advance. This highly successful program has improved faculty diversity substantially—forty-seven new underrepresented faculty hires in the past three years. The percentage of minority tenured/tenure track faculty has increased sharply from 19 percent to 24 percent in four years. The SRUF program became so successful that initial recurring funds got completely committed, and the program had to be put on hold in 2009. After a two-year break, the program resumed in October 2011. The Office of Academic Affairs ensures that mentors are assigned to all SRUF faculty and holds special workshops every year to monitor faculty progress toward eventual promotion and tenure. These faculty development efforts are very important, since underrepresented faculty are often asked to serve on many committees which can distract them from the main goal of successfully making it through the promotion and tenure process.
- 3. Summer Success Academy, Freshman Experiences, and New Scholarships:** The

Summer Success Academy is a free summer program for entering at-risk students. It provides quick reviews of basic mathematics and English composition in order to remove academic deficiencies. It also gives entering students an introduction to university life and an understanding of the “Principles of Undergraduate Learning,” the learning outcomes expected of all IUPUI graduates (PULs 1998). The Summer Success Academy, along with an enormous expansion of themed learning communities, summer bridge programs, and undergraduate need- and merit-based scholarships have led to improved freshman experiences and sharply improved retention rates. The one-year retention rate has gone up remarkably from 62 percent to 75 percent in the past four years! The funding of new graduate teaching assistantships also is having an effect on student retention while at the same time adding strength to graduate programs. It is worth mentioning an innovative and highly popular program for recognizing the performance of high achieving students. The IUPUI Road Scholars Program is now in its fourth year. This program rewards full-time undergraduate students who achieve a cumulative GPA above 3.75 for two successive semesters in any academic year by paying for their campus parking permit for the following fall semester.

4. **RISE Initiative:** This initiative has improved the quality of undergraduate education and rapidly has become an integral part of the IUPUI culture. It is IUPUI’s determined and systematic attempt to enhance real-life experiences for students and capture these activities with the uplifting acronym RISE. The campus actively has embraced the “RISE to the IUPUI Challenge,” where R = Research, I = International, S = Service learning, E = Experiential learning. These experiences, which are recorded on student transcripts, are the hallmark of IUPUI graduates and are exactly what future employers are looking for (AAC&U 2010). The RISE initiative has further strengthened IUPUI’s impressive reputation for service learning and collaboration with the community. We are confident that RISE experiences achieve the major goal of helping today’s student become a better global citizen of tomorrow.
5. **IUPUI Honors College:** The IUPUI Honors College was developed as part of the Academic Plan. After studying a number of Honors Colleges in other urban public research universities, a task force came up with a report for considerably enlarging the scope of the long-running honors program at IUPUI and converting it into a full-fledged Honors College. A founding dean for the new entity was hired after a national search in 2008. The college has developed very well. Honors students make heavy use of the renovated, state-of-the-art space and facilities in the University Library. The Honors College is proving to be very helpful in attracting top-quality students to IUPUI, particularly those who have an interest in the health and life sciences.

6. **New Academic Programs:** IUPUI has developed twenty-four new academic degree programs over the past three years (Sukhatme 2011). These programs were built on existing campus strengths that match the priorities of the city of Indianapolis. Additional faculty lines and graduate assistantships have been added to doctoral programs to ensure academic quality. This has helped support graduate education and research. The new degree programs include doctoral degrees in biostatistics, economics, earth sciences, urban education, and epidemiology; master's degrees in sports journalism, art therapy, event tourism, and applied anthropology; bachelor's degrees in motorsports, music technology, Africana studies, philanthropy, and energy engineering. To economize on resources, all programs build on the many already existing courses in other degree programs with a few more strategically added new course offerings. The common feature of the eight new doctoral programs is that they are all in areas with strong prospects for external research funding. The new health-related PhD programs in biostatistics, epidemiology, health policy and management are all designed to transition the current Department of Public Health eventually into a School of Public Health. Strong local connections are often the focus of the new master's and bachelor's degrees. For example, sports journalism and event tourism align with the priorities of Indianapolis. The internationally renowned Center on Philanthropy has started a new bachelor's degree in philanthropic studies which is rooted in a liberal arts background. Students capitalize on the opportunity to interact with the many nonprofit organizations in Indianapolis. The motorsports engineering program works actively with local firms and has had considerable success in placing students in internships. These examples illustrate the mutual benefits of these programs to the Indianapolis community and to students at IUPUI.
7. **Enrollment Shaping Initiative:** This initiative involves dedicated recruiting efforts for out-of-state and international students. The innovative new academic programs described previously have certainly helped in the recruitment process. They are academically solid and are proving to be very appealing to both in-state and out-of-state students. The increase in geographical diversity of the student body is of educational benefit to all students. Many of our schools have finalized, or are in the process of developing, 2+2 programs of study with Sun-Yat Sen University, our strategic partner institution in China. The increased exposure to ideas from outside Indiana adds distinct educational value to the education of Indiana students. This initiative provides a substantial new revenue stream for the IUPUI campus. This amounted to \$10 million last year and will certainly grow further in the coming years!
8. **Translating Research into Practice (TRIP):** Since its creation in 1969, IUPUI has had a culture of community engagement and service learning. Given the many professional schools on campus, it was reasonable to have many connections and partnerships with Indianapolis institutions. There are many examples of research

discoveries benefitting the community, especially the “bench to bedside” transition in health-related professions. There are also many examples from research done in non-health schools as well. The TRIP initiative was launched to identify IUPUI’s translational scholars and recognize their work. A website, <http://trip.iupui.edu/>, was set up to draw attention to translational research and how it is making a significant difference in the quality of life. Additionally, TRIP connects very well with the interdisciplinary Signature Centers Initiative.

9. **STEM Education:** IUPUI plays a leading role in two prestigious initiatives to enhance the number of STEM (science, technology, engineering, and mathematics) teachers: The Woodrow Wilson Foundation pilot project for training twenty STEM teachers per year at IUPUI and the APLU Science and Mathematics Teaching Imperative, in which IUPUI is one of twenty-six institutions in the Leadership Collaborative. In addition, our faculty members receive a large number of other prestigious STEM grants and awards every year, making IUPUI one of the leading national campuses in the STEM education area.
10. **IMPACT Capital Campaign:** IUPUI is currently in the middle of a capital campaign. The public phase of the campaign was launched in October 2010 with a target goal of \$1.25 billion. With twenty more months to go, the campaign has raised \$1.08 billion. It was decided that RISE scholarships and endowed chairs would be a priority of the current campaign. In order to encourage potential donors, IUPUI is offering an annual match of \$500 for every \$20,000 endowment toward a RISE scholarship and an annual match of \$75,000 for every \$1.5 million endowment toward establishing an endowed chair. To date, the campaign has raised money for about forty RISE scholarships and fifteen endowed chairs.
- 11 **Marketing Effort:** It was decided early on in the planning process that it was important to tell the world about various initiatives in the academic plan as they took shape, were implemented, and produced successful results. This advertising and marketing effort included local advertising via the web, billboards, publications, and newspaper and television ads. Senior administrators made it a special point to describe our dynamic strategic planning approach at national meetings and conferences. These efforts have led to national recognition including the prestigious U.S. Presidential Award for Community Service and the Andrew Heiskell Award for internationalization. Largely due to the excellent work of the Office of International Affairs, IUPUI was one of the 2011 recipients of the prestigious Senator Paul Simon Award for Comprehensive Internationalization awarded by NAFSA: Association of International Educators. Some of the recent national recognition that IUPUI has received is a result of our innovative efforts in retention and graduation. For instance, IUPUI’s name has now appeared for four successive years on the *U.S. News & World Report’s* list of “up and coming” universities who “recently made striking improvements and innovations—schools everyone should be watching.” IUPUI’s ranking has steadily moved up every

year—from fourteenth to seventh to fifth to third place in 2011. Ranking methodology is always a subject of debate, but it is wonderful to note the very positive impact that a high ranking makes on the IUPUI community.

## **Conclusion**

IUPUI's strategic plan for academic progress has been developed and almost fully implemented since 2006 and has yielded excellent results. The striking return on strategic investments is particularly newsworthy. Several initiatives were started out on a pilot basis and then expanded into full-scale implementation. The faculty attitude has been very positive. IUPUI has always had a culture of civic engagement, and the recent developments have served to further strengthen its connections with the Indianapolis community. The new revenue streams coming from increased out-of-state and international enrollment have helped produce better educational outcomes. IUPUI is a bright spot in Indianapolis, befitting its advertising slogan: "Where IMPACT is Made." IUPUI is indeed having a positive impact, not just in Indiana but throughout the nation.

The Office of Academic Affairs is the main driving force for implementing a number of innovative wide-ranging campus initiatives underlying IUPUI's strategic academic plan. The successful outcomes resulting from these initiatives have produced substantial new revenue streams. These resources have been used to try out additional ideas for student success, for enhancing graduate assistantships, for supporting new degree programs, and for hiring talented faculty. These are all valuable ingredients of a robust educational infrastructure that will serve IUPUI well in the years to come. The ideas in this article have worked well at IUPUI, and hopefully they will spark innovative initiatives at other institutions of higher education.

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