Summary of the Fort Wayne Senate Response to the Indiana Legislative Services Agency Report on Role and Governance of Indiana University – Purdue University Fort Wayne

This report counters the conclusions from the Indiana Legislative Services Agency Report on Role and Governance of Indiana University – Purdue University Fort Wayne of January 15, 2016. The LSA's conclusions are built on a faulty premise informed by selective or misleading evidence. Contrary to the argument made by Trustees Michael Berghoff and Michael Mirro that IPFW needs restructuring due to "…several years of less than optimal progress…," our report shows that IPFW's progress has been significant and strong relative to its regional Indiana University and Purdue University campus peers. Page and figure number in this summary are for pages and figure numbers in the full response.

1. Regarding enrollments
   - 1.1. IPFW's decline in its full-time enrollments is similar to the trends affecting most of the regional campuses (Figure 1 and 2, pages 3 and 4).
   - 1.2. IPFW's loss of enrollment is getting smaller over time. This trend demonstrates that the problem of declining enrollment is being effectively addressed, which indicates institutional strength not weakness (Figure 2, page 4).
   - 1.3. The Midwest has lower year-over-year enrollments relative to the rest of the country because the number of high school graduates is decreasing.
   - 1.4. Some of the decline in enrollment at IPFW resulted from legislative changes regarding education, teachers, and teacher training.
   - 1.5. IPFW has improved its retention rate. (Figure 5, page 7).
2. Regarding research
   - 2.1. IPFW ranks significantly higher than every IU and PU regional campus but one on its national R & D expenditure (Figure 7, page 9). IPFW's national ranking in R&D expenditures fell less than 1% from 2010 to 2014.
3. Regarding charitable giving
   - 3.1. Charitable giving to IPFW fell 16% over the five years studied, but it was up 35% from 2014 to 2015. A new Vice Chancellor for Advancement started in 2015.
4. Regarding graduation rates
   - 4.1. IPFW's four-year graduation rate ranks fourth and above average when compared to both IU and PU regional campuses (Table 1, page 14).
   - 4.2. IPFW's six- and eight-year graduation rates rank first when compared to both IU and PU regional campuses (Table 1, page 14).
5. Regarding the return on the investment
   - 5.1. IPFW's performance compares favorably to peer institutions in spite of the fact that IPFW's per FTE state appropriation is 3.7% below the median of other campuses.

The premise from the LSA report that IPFW needs reform due to underperformance is wrong. Indiana University should not leave Northeast Indiana as the only region of the state without a comprehensive Indiana University regional campus. Nothing suggests the proposed new programs could not be better leveraged using IPFW's current strengths. Moreover, a major change in structure will only disrupt our progress and cause major setbacks for student success.

Fort Wayne Senate Response to the Indiana Legislative Services Agency Report on Role and Governance of Indiana University – Purdue University Fort Wayne

Overview

The Legislative Services Agency (LSA) examined many institutional metrics and came to the conclusion that IPFW was underperforming. That conclusion was used to support the recommendation of the Working Group that the governance structure of IPFW be altered to become better aligned with northeast Indiana's needs. This premise of institutional weakness comes from an incomplete examination of the measures. Actually, on closer analysis of the very data sources and comparative peer institutions used in the LSA report, our findings demonstrate that IPFW's performance is not weak across these measures. The Working Group, Trustees of Purdue University, Trustees of Indiana University, Presidents Mitch Daniels and Michael McRobbie, and the people of northeast Indiana must reconsider the proposal to restructure governance at IPFW given this more accurate analysis of IPFW's performance.

Our analysis focuses on four areas covered in the LSA report: enrollment, research and development expenditures, graduation rates, and the length of time it takes IPFW students to complete their degrees. To achieve many of the regional goals highlighted by the report, it would be best to leverage IPFW's current governance model that blends a balanced set of Indiana University and Purdue University undergraduate and graduate degrees. There is nothing that precludes achieving the economic, educational, and cultural needs of northeast Indiana – even growing the technological and medical sectors as envisioned in the LSA report – through IPFW's current model. In fact, the administrative costs of separating and rebuilding two universities with duplicative student services and other infrastructure as well as reconfiguring degrees and curricula would lead to inefficiencies, disruption, and undue costs to the region. Further, the cultural and educational costs of Indiana University leaving Indiana's second largest city and rendering northeast Indiana the only area of the state where Indiana University does not have a regional campus presence are too high to be founded on the insufficient and misleading evidence in the LSA's report.

Evaluation of LSA Report's Quantitative Findings

The narrative from the statistical evidence presented in the LSA report suggests that IPFW is weak, but this narrative is flawed, and consequently, so are the proposals that are derived from the statistical findings. The LSA report misrepresents IPFW's actual performance. When these measures are evaluated relative to peer Indiana institutions, IPFW's performance closely resembles, directly matches or clearly exceeds the peer institutions. The narrative that Purdue University Trustee Michael Berghoff and Indiana University Trustee Michael Mirro emphasized in their January 17, 2016, column in the Fort Wayne *Journal Gazette* was that IPFW needed to be dismantled due to "…several years of less than optimal progress…" That claim does not reflect IPFW's actual performance.

Indeed, IPFW's return on investment is strong when one considers the LSA report's finding that IPFW's state appropriation per FTE falls 3.7% below the median of other state educational institutions. In other words, IPFW competes favorably on LSA's performance measures compared to peer institutions, despite having less resources through state appropriations relative to these peer institutions to accomplish our educational mission.

The report lists four overriding "issues" that provide the reasoning for the LSA study and Working Group recommendations. The four issues listed are:

1) IPFW has seen no substantial growth or negative growth in degree-seeking enrollment in the number of master's degrees granted, in research funding, and in charitable giving.

2) IPFW has a lower IPEDS or "student right to know" graduation rate than its peers and IUPUI but ranks better when students who transfer from IPFW to another college are counted.

3) Time to completion for most full-time graduates from IPFW is 150% to 200% longer than the "normal time" to complete degree programs.

4) Addition and expansion of degree programs at IPFW have lagged behind the needs of businesses, government, and nonprofit entities of Northeast Indiana for qualified graduates at the bachelor's, master's and doctoral and professional degree levels, with the gap impacting at least 17 occupational fields and 15 degree and certificate programs.

The analysis in this report will address all four of the issues and demonstrate that IPFW sits in a favored position relative to other peer Indiana universities.

- **LSA Report Issue 1: IPFW has seen no substantial growth or negative growth in degree-seeking enrollment, in the number of master's degrees granted, in research funding, and in charitable giving.**

Master's Degree Enrollments

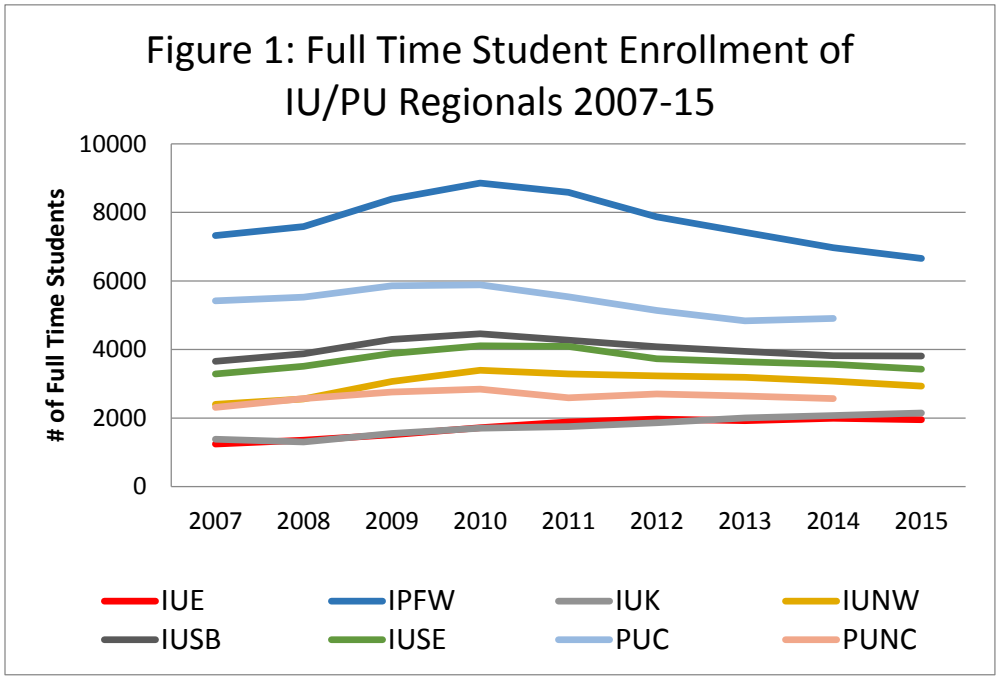
Master's degree programs must be approved by Purdue University or Indiana University depending on the affiliation of the department proposing the program. This can be a limiting factor in the development and modification of programs. IPFW acknowledges there could be improvement in graduate program enrollment and has restructured graduate education recently. Also, its Multisystem Metropolitan University status was partially meant to modify and expand graduate programs. It is too soon to know if the new designation has had, or will have, an effect. Additionally, many of the existing graduate programs are in Indiana University mission departments. A transition to Purdue University is likely to increase uncertainty among prospective students initially. The transition may also delay the start of new programs. These could lead to decreasing enrollment.

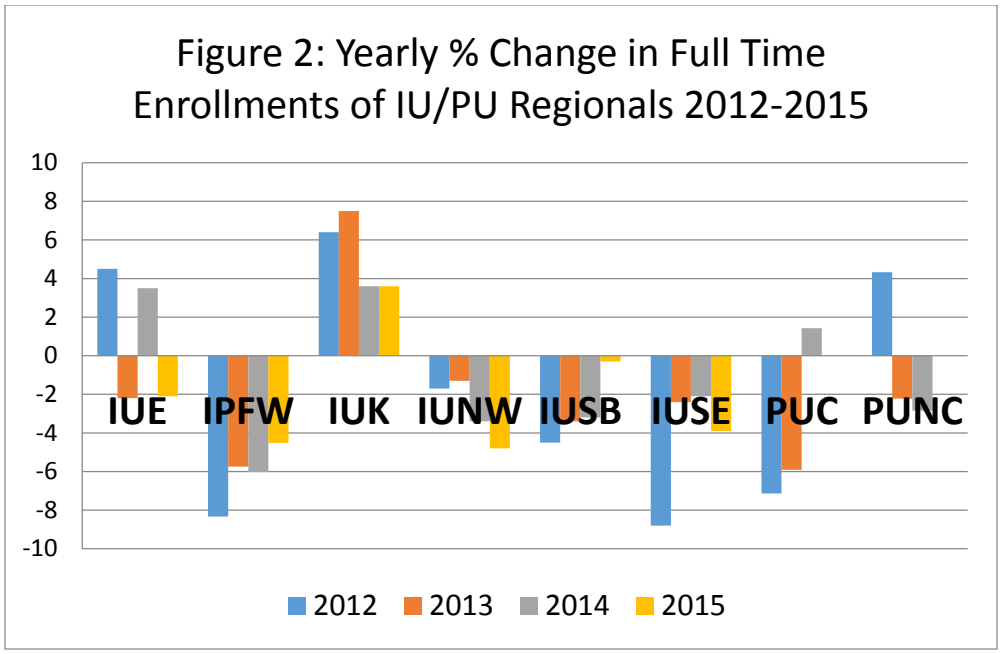
Undergraduate Enrollments

The LSA report found that "the total state undergraduate degree-seeking student population declined over the period that was examined. However, IPFW's decline appears to be greater" (9). The report also indicates that IPFW's decline is slightly over five percent higher than statewide

decreases (8). Using statewide decreases as a benchmark is misleading because it includes all institutions including those with missions that are very different from IPFW. Even if analysis is limited to institutions with the same mission, differences that do not indicate a need for complete restructuring may appear. For example, Indiana University Bloomington and Purdue University West Lafayette have differing enrollment trends.[i]

To provide a more suitable comparison, Figure 1 presents the trends in full-time student enrollments at all of the Indiana University and Purdue University regionals campuses. The first point of interest in Figure 1 is that IPFW is much larger than the other regionals. Second, IPFW has had a decline in its full-time enrollments, but it is similar to the trends affecting some of the regionals.[ii]





Rather than discuss IPFW relative to total state undergraduate degree-seekers to show that IPFW's decline "appears to be greater", Figure 2 provides direct measures of yearly relative decline. IPFW has had annual loss in enrollments, but there are two important points to make. First, this is a trend that affects all of the regionals, except for the smallest institutions IU-East and IU-Kokomo. Second, IPFW's loss of enrollment is getting smaller over time and at least three of the other campuses have enrollment loses that are growing. IPFW's trend demonstrates that the problem of declining enrollment is being effectively addressed, which indicates institutional strength, not weakness.

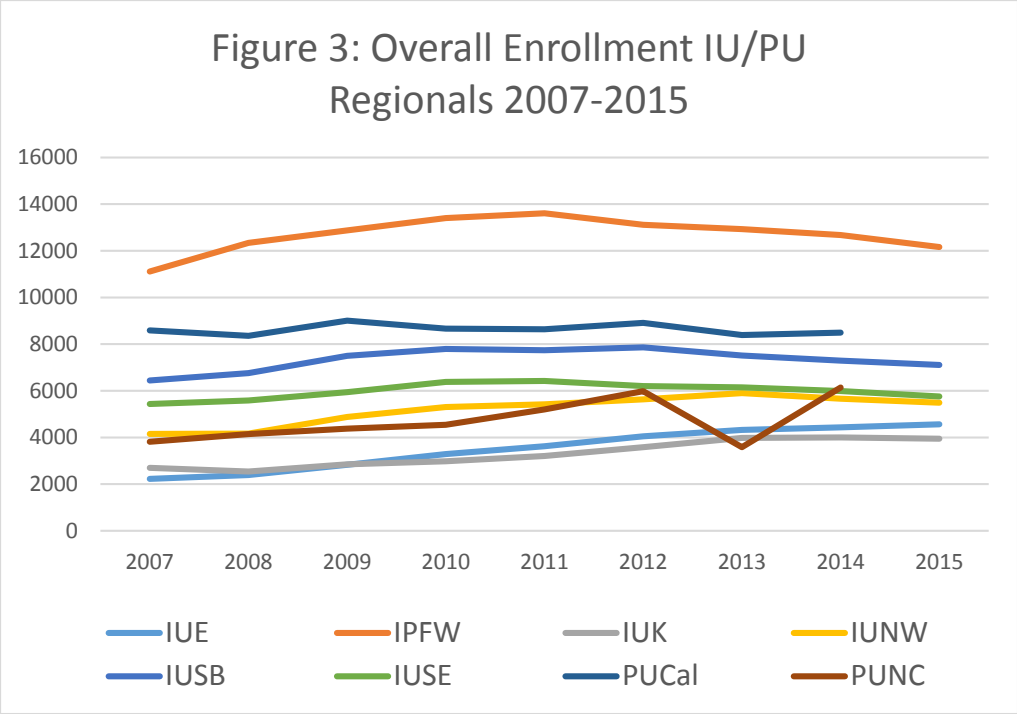
There are some issues that are well beyond IPFW's control that are likely playing a role in IPFW's enrollment.

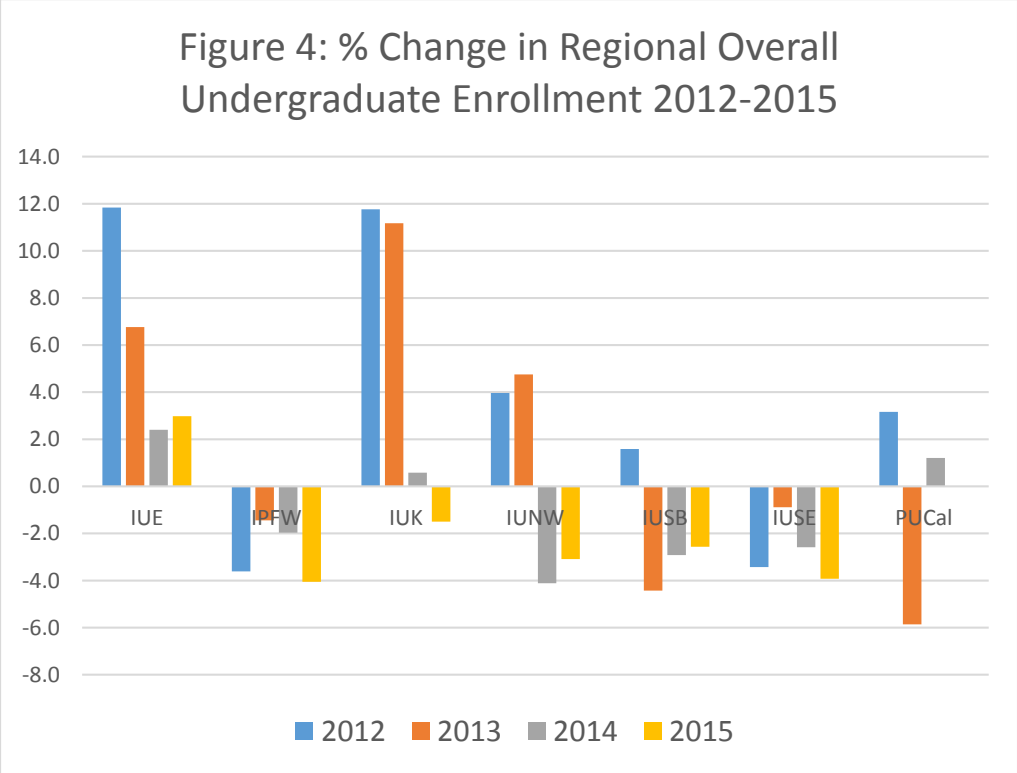
- The Midwest has lower year-over-year enrollments relative to the rest of the country because the number of high school graduates is decreasing.[iii]
- Students over 24 years old have provided a larger decrease in national college enrollment as the economy improved following the Great Recession.[iv] IPFW has always had a particularly large percentage of its student body fitting the non-traditional category; it's been one of IPFW's key missions to serve all potential Northeast Indiana citizens. As late as 2007, nearly 1/3 of IPFW students were 26 years old or older. The average age of the IPFW student body was 25.1 years in 2007.[v] As Appendix Figure 2 shows, the percentage of students 26 years old or older has declined substantially since 2007, particularly after 2010-2011. The percentage of IPFW's population 26 or older is now a little over half of what it was then – 16.9% - and the average age of IPFW's population is now down to 22.1 years old.[vi] This fits a national trend but impacts IPFW particularly hard.
- Some of the decline in enrollment at IPFW resulted from legislative changes and IU programmatic changes. Legislation regarding education, teachers, and teacher training

has resulted in a significant decline in enrollment in IPFW's education programs. Further, Indiana University's School of Public and Environmental Affairs (SPEA), a nationally renowned program, was shifted away from IPFW during this period and only offered at IUB and IUPUI. The natural stress in a transition from SPEA to an IPFW Department of Public Policy has led to a significant enrollment drop in this IU undergraduate program as well. Together, these particular legislative and programmatic changes have directly led to 36% of the total lost IPFW enrollments between 2010 and 2015.

Non-IPFW-related structural explanations thus explain much of the enrollment decline. These and other explanations should be studied across the Indiana University and Purdue University systems for a more complete understanding of why IPFW and the regional campuses have experienced similar trends in the loss of full-time undergraduates. Any research should consider regional factors as well. For example, Ivy Tech Northeast has had an enrollment drop of 34% from 2010-2015[vii] which demonstrates that factors other than the governance structure at IPFW are affecting enrollment in this part of the state.

Regardless of the multifaceted potential reasons, Figures 1 and 2 show that IPFW is not an outlier on enrollment declines as the LSA report implies. In fact, IPFW's performance on enrollments of all undergraduate students – including non-degree students – actually compares well to its peers. Figure 3 presents the rate of change for overall enrollments at IPFW and at Indiana and Purdue regional campuses.[viii] IPFW serves more students than other campuses and as Figure 4 illustrates, the rate of all undergraduate student enrollment decline at IPFW is similar to many of the other IU regional campuses. IPFW actually compares particularly well on overall enrollment growth of IU students relative to its IU peers.[ix] IPFW is not alone in facing declining enrollments – either full-time or overall. Similar enrollment trends affect most of the Indiana and Purdue regionals.





IPFW has recognized the need to improve enrollment management and faculty have worked closely with the administration to pursue ways to attract students to IPFW. Neglecting pertinent comparative institutional analysis left the LSA report to draw incomplete conclusions on

undergraduate enrollments at IPFW, suggesting these were IPFW's institutional failings rather than trends affecting the Indiana and Purdue regionals generally.

IPFW has also worked to make sure that it does not just attract students, but also retains them. The LSA report failed to sufficiently analyze a very positive finding in the only enrollment figure it used. Figure 5 comes directly from the LSA report (Figure 1 on page 9). Beyond merely considering raw enrollment numbers, Figure 5 points to something very favorable about IPFW's student body relative to the past.

Figure 5: IPFW Full-Time Enrollment by Class-Level 2000-15

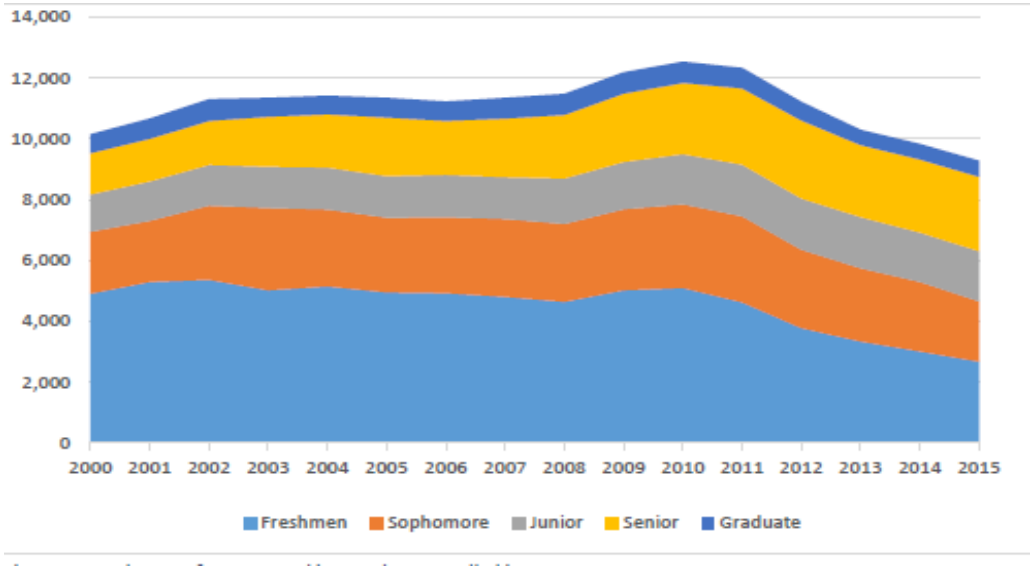


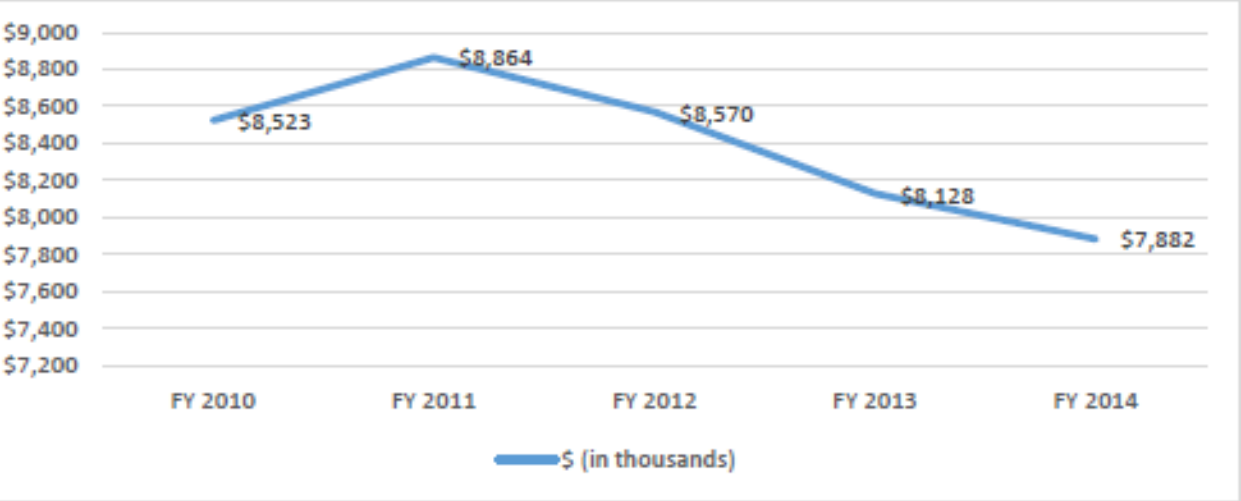
Figure 5 demonstrates that IPFW retains its students far better than in the past. Retention and completion are key Indiana Commission on Higher Education and Indiana legislative goals and IPFW is showing improvement on both. Over time the balance between IPFW full-time freshmen, sophomores, juniors, and seniors has evened out. This demonstrates that freshmen are not stopping-out and dropping-out as frequently as they did in the past. IPFW has far more seniors than fifteen years ago. Consequently, more IPFW students are moving toward graduation. Further, many students transfer to other Indiana institutions and graduate on time and Figure 5 cannot capture this. Overall, rather than evaluating IPFW's absolute enrollment rate decline as an institutional weakness, the LSA report should have recognized that IPFW is increasingly guiding students toward graduation rather than just enrolling them.

The LSA report's conclusion that declining enrollment at IPFW is a consequence of institutional weakness is wrong. The LSA report failed to recognize broader issues. IPFW's enrollment challenges, where they exist, are similar to those faced by regional campuses. Instead of changing the governance structure at IPFW, Indiana University and Purdue University should work with IPFW and the regional campuses to improve what are clearly common enrollment issues across the Purdue and Indiana systems.

Grants and Research & Development Expenditures

The LSA report also concluded that IPFW's lack of growth or negative growth in research and development expenditures reflects institutional weakness. Specifically, the report notes: "(a)ccording to the National Science Foundation data, IPFW's research expenditures are declining" (16). To demonstrate this decline, the LSA displays Figure 6 (Figure 6 in the LSA report on page 16) that is taken from the NSF's Academic Institution Profile's R&D expenditure figures for IPFW.

Figure 6: R & D Expenditures at IPFW



This LSA report's interpretation of the decline in R & D at IPFW is statistically correct but empirically and conceptually misleading. The drop is minor and R & D is strong relative to IPFW's peers. The decline IPFW experienced is not reflective of weakness for a couple of reasons. First, grants funded by the 2009 American Recovery and Reinvestment Act led to short-term spikes in R & D expenditures at state universities across the country from 2009-2011. The stimulus' sunset after 2011 likely led to declining R & D spending across many public institutions. IPFW's modest and steady decline would not be abnormal or weak on research funding; IPFW is likely reflective of many institutions. Second, our report will show below that R & D expenditures vary widely across institutions yearly and short-term fluctuations do not reflect long-term research expenditure productivity. In fact, if regional campuses or Purdue University West Lafayette had their institutional health evaluated on R & D expenditure shifts, they would fare much worse than IPFW.

The LSA report's impression that IPFW's R & D expenditures show weakness are incorrect. The LSA's narrative discusses IPFW's national R & D ranking for 2014 (345 out of 890 institutions) and no other years. This exaggerates the institutional significance of the modest decline IPFW has experienced and fails to put it in context. IPFW's slight decline in R & D expenditures does

not significantly affect its national ranking on this measure in any meaningful way. Actually, by the end of the period examined, it could be argued that IPFW's R & D profile relative to peer regional institutions in Indiana is improved.

Figure 7 shows that the LSA report's emphasis on IPFW's R & D expenditure decline as an "issue" is misplaced.[x] The decline has no significant effect at all on IPFW's overall R & D standing among universities throughout the country and is actually favorable in comparison to Indiana peers. IPFW ranks significantly higher than every regional campus but one on its national R & D expenditure. Some regionals were unranked because they had little or no R & D expenditures according to this NSF measurement in particular years. The one regional institution that had a higher ranking than IPFW in some years was Purdue Calumet. Purdue Calumet's ranking has fallen from 295th to 339th among institutions on R & D expenditures from 2010 to 2015. Contrary to the narrative that IPFW's research expenditures are "declining," Figure 7 suggests steady research expenditures over time. IPFW's rank remained steady (falling only six slots) nationally over this period and strong relative to its peers.

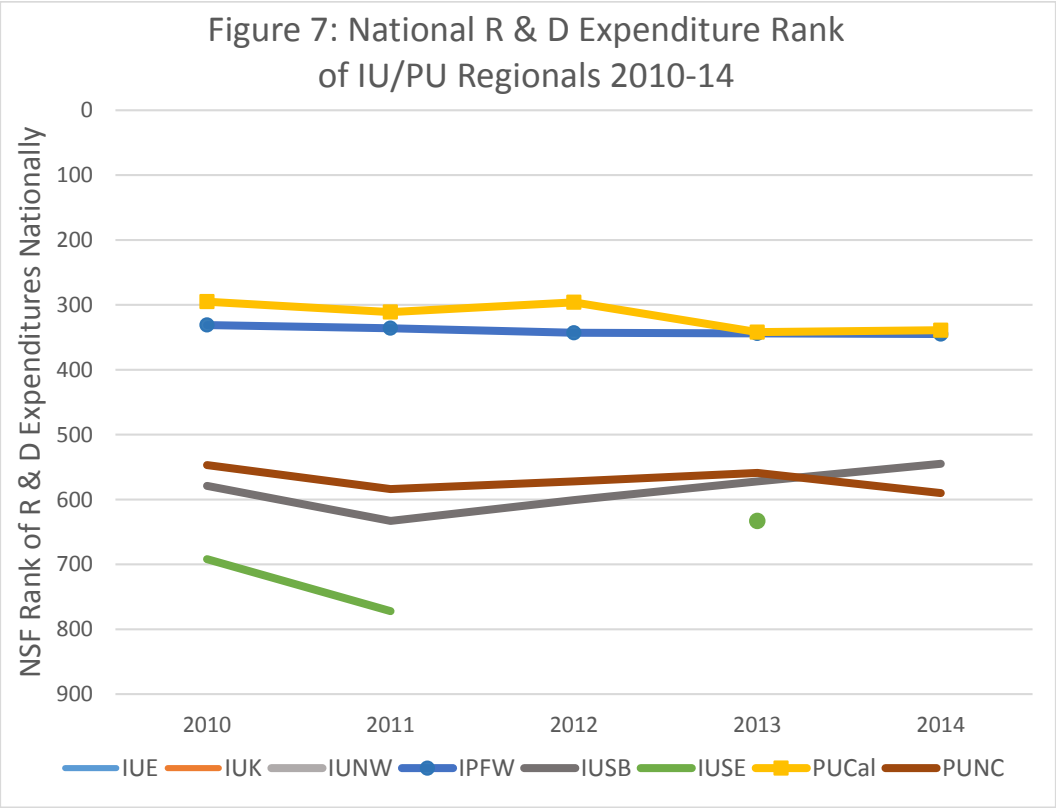
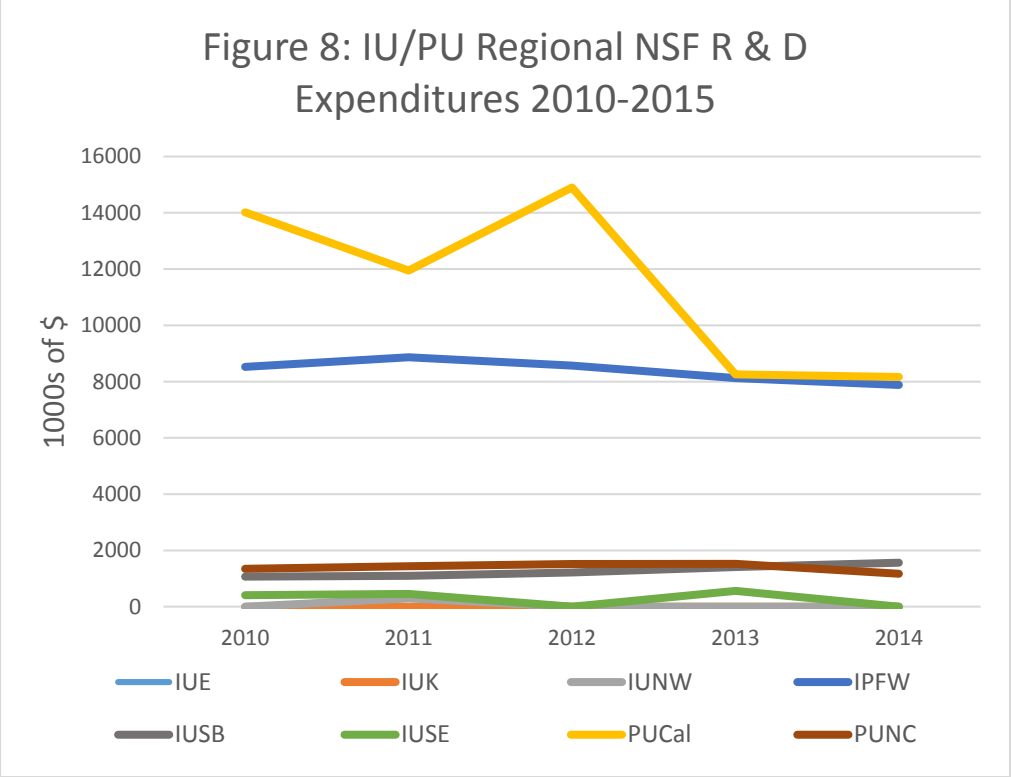
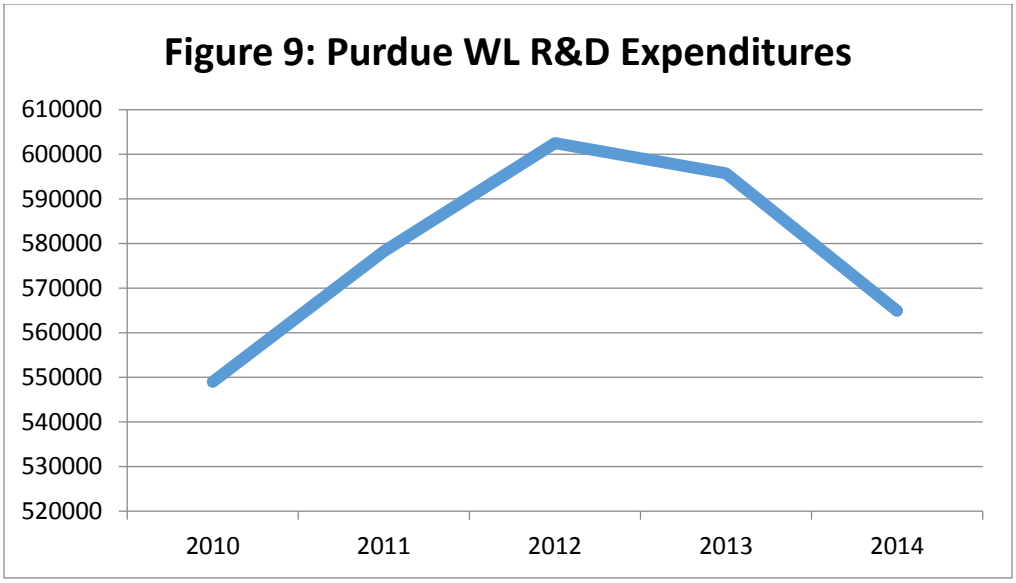


Figure 8 drives this point home further by presenting the actual R & D expenditures from the NSF's Academic Institution Profile for IPFW and the peer institutions from 2010 to 2015. These findings show that IPFW's R & D remained remarkably stable relative to the substantial loss of R & D expenditures by Purdue Calumet and is always significantly higher than the Indiana University and Purdue University regional campuses.

The LSA report's interpretation of IPFW's R & D expenditure decline as an indicator of institutional weakness that is in need of reform is extremely problematic. Rather than place IPFW in an appropriate light on this key institutional measure, the presentation makes the slight dip in R & D expenditures and rank look like an institutional failing when it is in fact a steady success for IPFW. What is more troubling is that the LSA report failed to report other extremely positive statistics, including one that appeared only one column over in the same exact NSF Institutional Profile. That statistic indicates that federal agency grant dollars increased 2,870% between 2005 and 2013 at IPFW.[xi]



Beyond the exaggeration of IPFW's R & D expenditure decline and the failure to provide a contextually accurate portrayal of R & D expenditures at IPFW, Figure 9 shows the real danger of how this statistic was misused to critique IPFW. The NSF's Academic Institution Profile of Purdue University's R & D expenditures showed greater variance and a sharp recent decline. It is unlikely that the Purdue University Trustees would conclude that Purdue's governance structure was a failure based on a single short-term measure of research productivity. Neither they, nor the Indiana University Trustees, should negatively evaluate IPFW based on a slight decline in R & D expenditures on one measure. To the contrary, both sets of Trustees should reevaluate IPFW's strength in this area given that IPFW's R & D expenditures are steadier and typically much stronger than those of the regional campuses.



One threat to IPFW's research and grant-seeking efforts would be to lose its institutional relationship with Indiana University. Indiana University's tremendous research collection and library system provides IPFW scholars with top-notch research volumes and databases. This is particularly true for the humanities and social sciences. Further, there are numerous internal Indiana University travel and programmatic grants, as well as larger grants like the New Frontiers in Arts & Humanities grants, that IPFW faculty have used to leverage subsequent grants. The unpleasant irony of having the misplaced critique of IPFW research funding be used to prescribe delinking IPFW's institutional connection with Indiana University is that it would mean losing access to IU library system and the very internal IU grants that can act as seed grants for external funding.

Charitable Giving

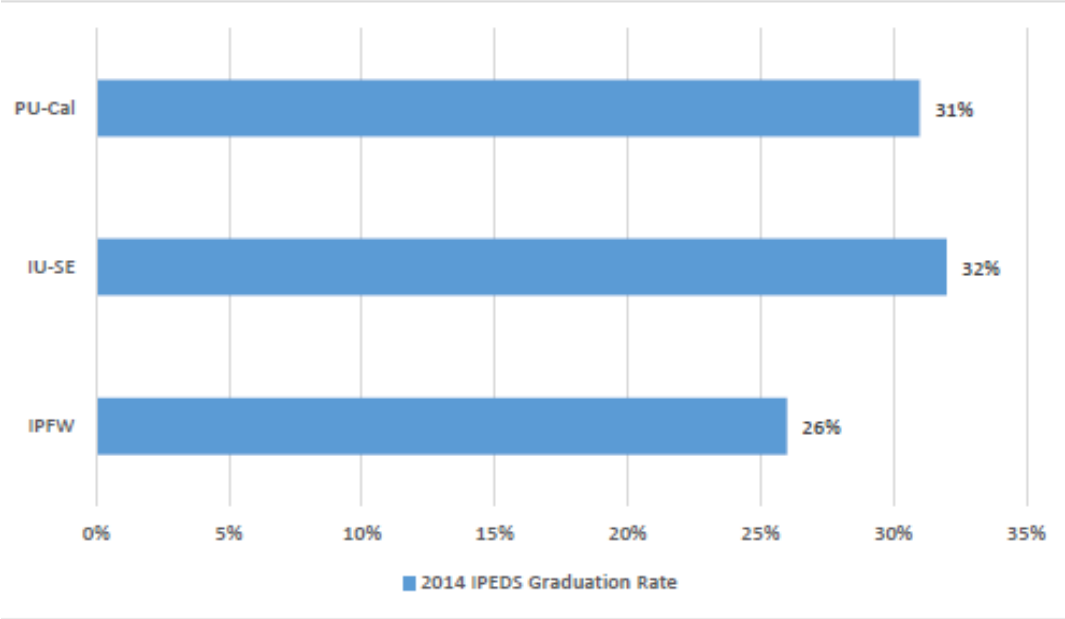
The LSA report spends little time on charitable giving levels. It is an area of great change at IPFW with a restructuring of IFPW's development efforts into a single Office of Advancement, and recent leadership turnover. The study did not consider such changes. The report notes: "(t)he partial data available from the consolidated financial statements for Purdue and IPFW's statistical profiles suggest the gift giving trend for the benefit of IPFW shows generous donations but stagnant or declining aggregate growth" (16). The trend of giving over the five years studied did drop 16% overall. However, the claim that aggregate growth is "stagnant or declining" seems to downplay the situation when donations actually shot up 35% between 2014 and 2015.

The concern over this report's proposal is that ending IPFW as an institution could negatively affect donations. First, there would be two institutions chasing the same regional donors in competition instead of the single coordinated fundraising efforts IPFW now has. Second, killing the IPFW brand brings enormous risks, as Trustee Berghoff recognized in his January 15, 2016, talk to the IPFW community. Alumni donations would needlessly plummet if the institution that fifty years of alumni were connected to no longer existed.

- **LSA Report Issue 2: IPFW has a lower IPEDS or "student right to know" graduation rate than its peers and IUPUI but ranks better when students who transfer from IPFW to another college are counted.**

The LSA report compares IPFW to Purdue Calumet and Indiana University Southeast on graduation rates. The IPEDS "student right to know" is a National Center for Education Statistics College Navigator statistic that tracks the progress of first-time full-time degree-seeking students toward graduation within six years.[xii] The LSA report provided the relative figures on the statistic for students who began their studies in Fall 2008 for IPFW, Purdue Calumet, and IU Southeast in Figure 10.

Figure 10: IPEDS "student right to know" Graduation Rate



Purdue Calumet and IU Southeast graduated more students than IPFW according to this measure. The LSA report chose to present the differences in a more negative light than necessary by using the IPFW graduation rate as a percentage of Purdue Calumet's and IU Southeast's IPEDS graduation rates: "IPFW's currently reported IPEDS or 'Student Right to Know' graduation rate is 16% lower than PU-Cal's and 18% lower than IU-SE's rate" (13). The LSA report could have stated that IU Southeast and Purdue Calumet rates were five and six points higher than IPFW. This would have been far less dramatic.

Reporting the relative percentage of IPFW to the other institutions is useful when statistics are in raw numbers. Doing so when the statistics are percentages adds nothing of value because the reader can already intuitively see the difference between institutions based on percentages. Presenting the data this way does not help to draw reasonable comparisons between IPFW and its peers. Beyond these exaggerated comparisons, the other problem with using IPEDS to evaluate relative graduation rates is recognized by the LSA report. The report notes that: (IPFW)

"ranks better when students who transfer from IPFW to another college are counted" (3). IPEDS does not require or report transfer-out student graduation records for many universities including IPFW. For this reason, IPEDS does a poor job of capturing IPFW's actual student graduation rate.

IPFW is the only regional campus where both Purdue and Indiana have nearly equal student populations and choice of majors. As a result, students have greater choice in transferring to one of the parent campuses given the direct matriculation. Having students able to transfer and graduate in a timely manner is important for the state and region and demonstrates how well IPFW develops freshmen and sophomores for eventual graduation at IPFW or elsewhere. It is a strength that should be recognized in a mobile society, especially from a multi-system campus.

The LSA report included graduation statistics from the Indiana Commission for Higher Education's 2015 Indiana College Completion Report. These are more relevant because they consider transfer-out students in their graduation rates. Table 1 presents results from both the 2015 ICHE College Completion Report as well as the revised calculation that the LSA report provided. The LSA completion revision removed those students who entered IPFW or other universities and transferred to another college and graduated with a degree lower than they entered seeking at the original university. In other words, those students who transferred from IPFW and received an associate's degree at another school would not be counted for IPFW's graduation rate. The LSA revised calculation will be replicated here for comparison's sake.

The College Completion Report findings and the revised completion measure developed by the LSA report better capture the realities of the IPFW student body's experiences than the IPEDS completion rates. Unfortunately the LSA report did not use peer comparison when it concluded that "…IPFW's graduation rates are slightly below the median midpoint (as calculated in MS Excel) for all state public universities and below the graduation rates of IUPUI, another primarily nonresidential campus" (14). Including IU Bloomington, Purdue West Lafayette, and IUPUI as well as other public universities downplays IPFW's graduation success, particularly given the Indiana Commission on Higher Education's caution against directly comparing institutions' graduation rates because: "Indiana colleges have different missions, different admission standards and different student populations with varying levels of academic preparation. When comparing rates, a campus is best measured by its improvement over its past performance."[xiii] Further, why would the LSA report develop peer comparative institutions with PU-Cal and IU-SE but not use them on ICHE's data and their own measurement as well?

Table 1 provides a more relevant comparison of IPFW directly to the peer institutions. Contrary to the LSA report's conclusion that IPFW graduates students at 18% and 16% lower levels relative to IU-SE and PU-Cal respectively, IPFW's Indiana Commission on Higher Education completion rate percentage is fourth among regionals, which is better than the mean and median completion rates for all regionals for completing the degree within four years. What's more, IPFW is top among all campuses in the table for completing the degree within six and within eight years. This is a very different picture of success than the IPEDS data presented by the LSA report suggested. When using ICHE's completion data, IPFW is a clear leader among its peers in student degree completion.

This is also the case when using the LSA's revised completion percentage statistic. IPFW is second among all the regionals. Specifically, compared to all of the Indiana University and Purdue University regionals, IPFW's completion rate exceeds all of the regional campuses except Purdue Calumet in six year and eight year graduation rates.

Even on its weakest measure, percent completion within four years, IPFW is above the average and median of all regionals. More impressively, IPFW's completion rate is statistically significantly higher than the average completion rate for all regionals for the ICHE six-year and eight-year completion rate as well as the LSA's revised six-year and eight-year completion rate.[xiv] IPFW is not just keeping up with the Joneses. IPFW's strong completion rates are significantly larger than its peers.

Table 1: 2014 Indiana & Purdue Regionals' College Completion Rates

	ICHE Completion Rate Percentage			LSA Revised Completion %	
	4 years	**6 years**	**8 years**	**6 years**	**8 years**
IU-East	8.8 %	34.5 %	42.3 %	26.8 %	30.9 %
IU-Kokomo	16.4 %	28.9 %	44.6 %	25.1 %	29.7 %
IU-Northwest	12.2 %	33.5 %	42.2 %	23.8 %	31.3 %
IPFW	12.9 %	40.6 %	49.7 %	29.8 %	36.3 %
IU-South Bend	8.8 %	33.2 %	45.4 %	26.1 %	34.3 %
IU-Southeast	13.6 %	35.6 %	45.1 %	27.7 %	33.4 %
PU-Cal	11.8 %	39.6 %	48.3 %	31.7 %	37.4 %
PU-North Central	17.4 %	40.5 %	47.0 %	29.5 %	33.9 %
Regionals Mean	12.7 %	35.8 %	45.6 %	27.6 %	33.4 %
Regionals Median	12.6 %	35.1 %	45.3 %	27.3 %	33.7 %
IPFW Rank	4th	1st	1st	2nd	2nd
statistical significance	ns	.01	.0025	.025	.01

Note: Statistical test is small sample test of mean t-test: ns= not significant, other values are the probability that IPFW's average completion rate is not significantly greater than the average of all regionals' completion rate. Sources of data: 2015 College Completion Report, p. 17-34 & LSA report, p.13-15.

The IPFW community is striving to improve its graduation rate, and the distribution of IPFW enrollees in Figure 6 demonstrates that graduation rates should continue to grow for our students. It is a complete disservice to IPFW that the LSA report began the discussion of IPFW's graduation rates with the following sentence: "IPFW's graduation rates (completion rates) are average for Indiana's public universities but below the graduation rates for IUPUI and the IPEDS or 'student right to know' graduation rates for 'comparable' public universities" (12). The LSA report compared IPFW to non-peer institutions to show that IPFW was slightly below the median for all state public universities and below IUPUI. It is also a disservice that the LSA report did not even compare their own statistical revision to the peers they had chosen to highlight as

IPFW's peers on IPEDS data. Valid comparisons and superior data sources demonstrate that IPFW outperforms most of the regional campuses on four year completion, outperforms every regional peer and hand-picked peer on six-year and eight-year completion on ICHE's completion rate figures, and outperforms every peer except Purdue Calumet on the LSA's revised completion measure. Rather than being average as suggested by the report, IPFW completion rates are strong relative to its peers. This is the primary mission of our university and the IPFW community is succeeding.

The Working Group has misread the results of this most primary mission of our university. The premise behind shifting IPFW's governance to improve lagging performance is inaccurate. Consequently any governance shift would likely hurt a statewide Indiana University and Purdue University leader on degree completion. The Working Group owes it to the Trustees of Indiana University and Purdue University to fix this fundamental mischaracterization of IPFW in the LSA report and in the January 15, 2016, presentation of the findings to the IPFW community and to reevaluate its proposal to change IPFW's governance.

- **LSA Report Issue 3: Time to completion for most full-time graduates from IPFW is 150% to 200% longer than the "normal time" to complete degree programs.**

IPFW recognizes the importance of graduating students on-time. As Indiana's Commission on Higher Education notes, it keeps student debt down and speeds qualified citizens into the community, prepared for the cultural and economic needs of Northeast Indiana.

Having said that, IPFW is not IU-Bloomington or Purdue West Lafayette, nor should it be. IPFW provides many full-time workers and returning non-traditional students with an opportunity to get a great education and an Indiana University or Purdue University degree. This division of labor in higher education is important for the state and our community, and the life-long contributions of these graduates after their six year or eight year degree completion is significant.

This "issue" must be placed into context. This is especially the case when another key component of our student body that differs substantially from our peers and parent campuses is considered. IPFW earned the "Military Friendly School" designation and proudly has a substantial number of veterans as students. Experts argue that the military and American universities should not evaluate veterans' completion rates on the "normal" four-year rate because of the transition back to civilian life, redeployments, or National Guard or Reserve duty.[xv] IPFW's Military Support Services office supports veterans very well toward their educational and graduation goals, but the slower completion pace that scholars say should be expected end up counting against IPFW relative to peers with fewer veterans. This is a nice problem to have given how diligent and well-rounded our veteran students tend to be.

The LSA report and Working Group likely did not consider IPFW's larger veteran population relative to IPFW's peers. Table 2 shows that IPFW has nearly double and triple the number of Post-9/11 GI Bill and DoD Tuition Assistance Program recipient students as PU-Cal and IU-SE do.[xvi]

Table 2: # of Post-9/11 GI Bill and DoD Tuition Assistance Program Recipients 2013-14			
	IPFW	**IU-SE**	**PU-Cal**
# of students in 2013-14	301	167	110

Helping students to graduate in four years remains a key IPFW goal. Table 1 demonstrated that the rate at which IPFW students complete their degrees is better than the rates of our peer institutions. The LSA's analysis of completion rates also may not have fully considered the context of the IPFW student body, which may have valid reasons to take slightly longer to graduate.

- **LSA Report Issue 4: Addition and expansion of degree programs at IPFW have lagged behind the needs of businesses, government, and nonprofit entities of Northeast Indiana for qualified graduates at the bachelor's, master's and doctoral and professional degree levels, with the gap impacting at least 17 occupational fields and 15 degree and certificate programs.**

The LSA report spends considerable time discussing IPFW's efforts to study and respond to the needs of Northeast Indiana employers and the community. The report also points to areas where IPFW should shift focus to respond to Northeast Indiana community and business needs.

It is our contention that IPFW can work faster and more efficiently to respond to community needs if we stay in our current governance structure. The many reports discussed in the LSA report guide the way toward program design and development to achieve these community needs. A strong IPFW can respond to needs with immediacy that would not be the case were faculty and staff designing the support services for two distinct universities, designing and adopting entirely new curricula, wrestling with building and infrastructure demands, as well as being bogged down in the numerous program review and accreditation demands that the plan outlined in the LSA report would bring. Rather than being more productive, the two new institutions would struggle to get traction enough to apply for grants or other opportunities as they would be saddled with endless paperwork and new university governance.

Conclusion

The premise that IPFW has underperformed in recent years, as laid out in Trustee Berghoff's and Mirro's January 17, 2016, editorial in the Fort Wayne *Journal Gazette,* does not fit the evidence provided by the very data sources selectively used by the LSA report. If the premise is faulty, so

too is the narrative that IPFW needs a massive governance structural change. Consequently, the Trustees of Purdue University and Indiana University, as well as the citizens of northeast Indiana, need to reject the proposal put forward.

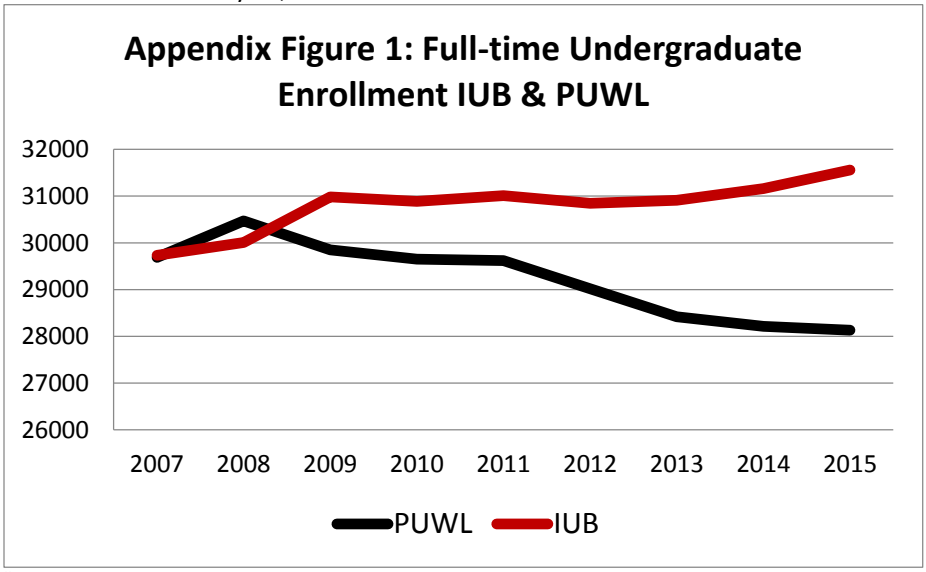
The faculty of IPFW are not opposed to change. What we oppose is change that is needless, costly, and damaging to the educational mission of the university. Such is the change proposed by the LSA report.

Let IPFW respond to the community and economic needs highlighted in issue # 4 above rather than trying to build two new universities with wasteful replication of infrastructure, staff, and spending. The strength of IPFW is evident in ways that the LSA report either misunderstood or mischaracterized. It would be a shame to disrupt the solid job that IPFW is doing educating the Northeast Indiana community. That is the primary mission of IPFW, and all other administrative reforms should take a back seat to evaluations of how IPFW does in this realm.

Further, Indiana University should not leave northeast Indiana and the state's second largest city as the only places in this great state without an Indiana University campus. IPFW is a great partner to both Indiana University and Purdue University and can continue to educate our citizens, engage our community, and improve all areas of this university. As our analysis demonstrates, the LSA report has mischaracterized IPFW's enrollments, R & D expenditures, and graduation rates. For all the reasons outlined here, the Presidents and Trustees of Purdue University and Indiana University should reject the LSA proposal.

NOTES

[i] Data from Purdue University Enrollment Summaries, Fall 2007 – 2015, https://www.purdue.edu/enrollmentmanagement/researchanddata/enrollmentsummary.html & Indiana University Official Enrollment Reports 2007-2015, https://www.iu.edu/~uirr/reports/standard/enrollment/official_archived.php both accessed January 21, 2016.

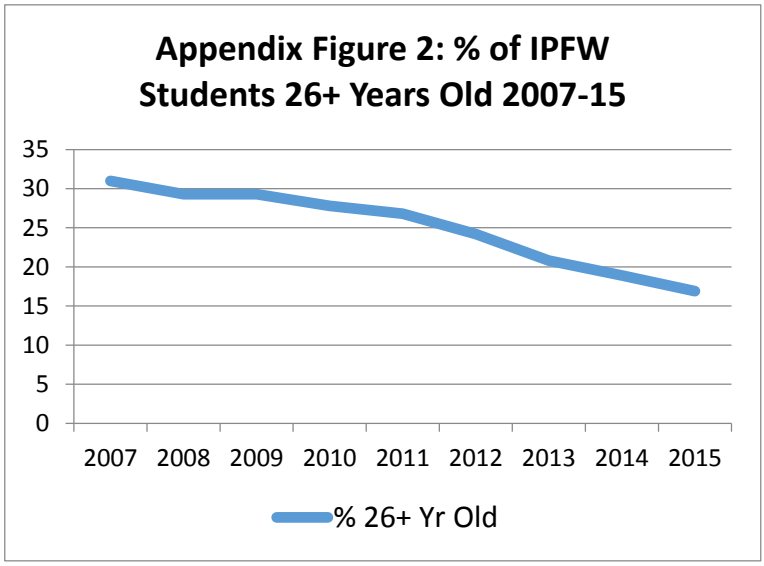


[ii] Findings from Indiana University Official Enrollment Reports for Fall of each years, found at: https://www.iu.edu/~uirr/reports/standard/enrollment/official.php, accessed January 19, 2016; IPFW at https://www.ipfw.edu/offices/ir/statistical/, accessed January 20, 2016; Purdue Calumet, http://webs.purduecal.edu/oira/data-digest-2014-2015/students/enrollment-by-full-time-and-part-time/, accessed January 21, 2016; https://www.pnc.edu/about/enrollment-reports/, accessed January 21, 2016 & James Dworkin's April 15, 2013 Purdue University North Central Strategic Plan Update PowerPoint. There are no Fall 2015 prepared for PUC or PUNC.

[iii] Bidwell, Allie. "College Enrollment Falls for Second Year in a Row," USA Today, Dec. 12, 2013. http://www.usnews.com/news/articles/2013/12/12/college-enrollment-falls-for-second-year-in-a-row, accessed January 21, 2016.

[iv] Bidwell, Allie. "College Enrollment Falls for Second Year in a Row," USA Today, Dec. 12, 2013. http://www.usnews.com/news/articles/2013/12/12/college-enrollment-falls-for-second-year-in-a-row, accessed January 21, 2016.

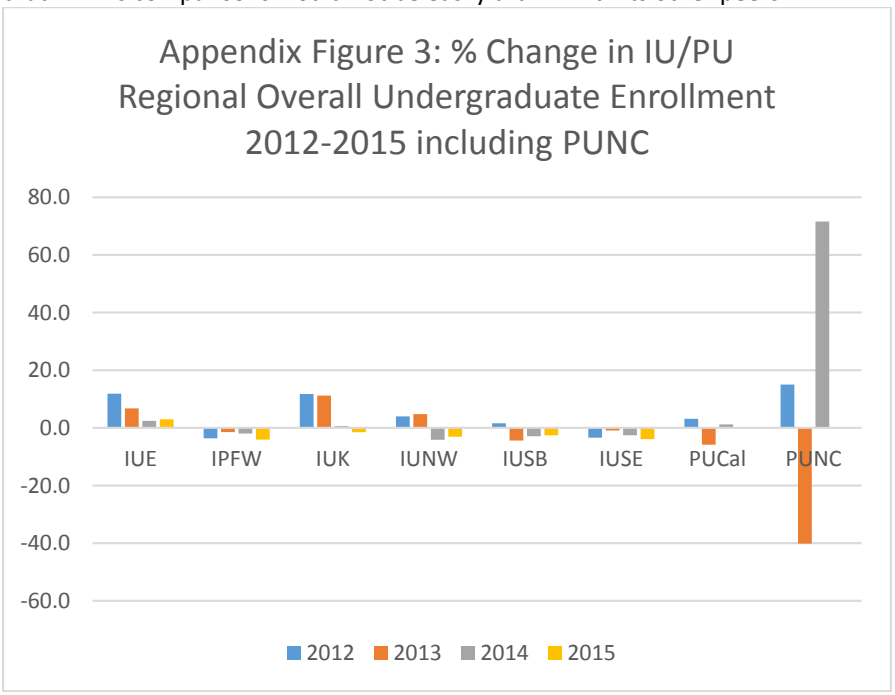
[v] See IPFW SIRS First Semester Report, 2007-2008 and subsequent years. https://www.ipfw.edu/offices/ir/statistical/ accessed January 21, 2016.



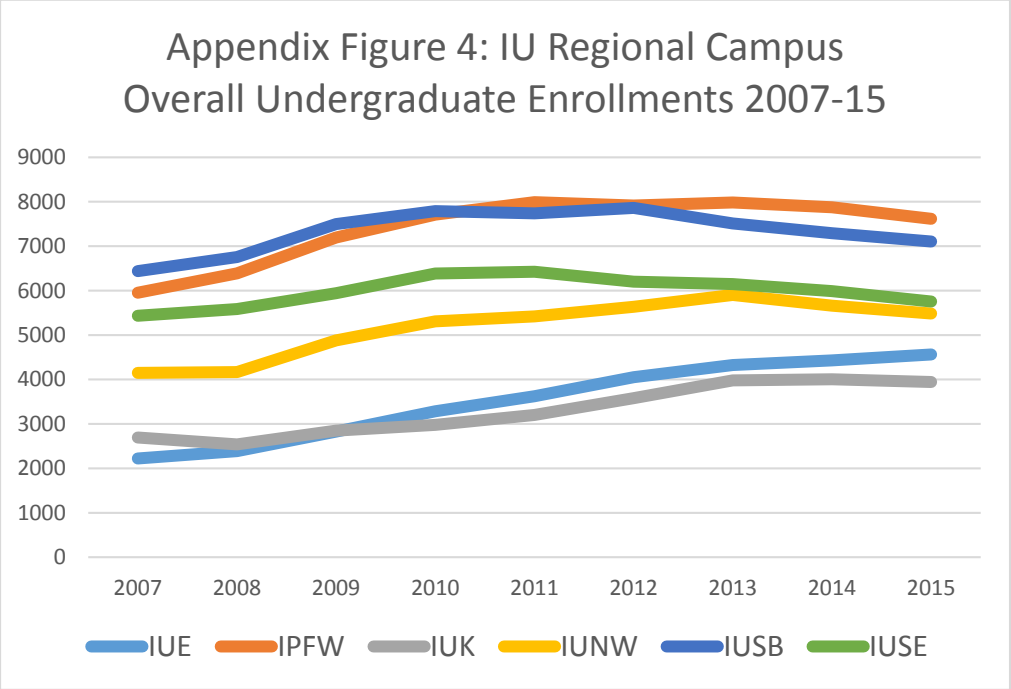
[vi]

[vii] https://www.ivytech.edu/files/14-15-Annualized-headcount.pdf, accessed January 20, 2016.

[viii] The Following includes loss/gain percentage by year for Purdue North Central's enrollments. It is not included above because such wide swings in yearly overall enrollment throws off the comparative percentage difference that IPFW's comparisons would not be easily drawn with its other peers.



[ix] This figure includes only IU overall enrollments at IPFW and compares them to IU regional student overall enrollment.



[x] National Science Foundation Institutional Profile for IPFW. http://ncsesdata.nsf.gov/profiles/site?method=report&fice=1828&id=f1 accessed January 20, 2016. The institutional profiles for the other institutions can be found through the institutional list: http://ncsesdata.nsf.gov/profiles/site?method=showListOfInsts#P accessed January 20, 2016. The first table on the profile provides the "Total R & D Expenditures" Rankings. The expenditures in dollars can be found under the "Data Tables" table on this same page. The link "by field: 2005-2014" takes the visitor to expenditures across each area of R & D expenditures. For Figure 8, the "All R&D Fields" line – the top line of the table – is used.

[xi] National Science Foundation Institutional Profile for IPFW & peer institutions http://ncsesdata.nsf.gov/profiles/site?method=report&fice=1828&id=f1 accessed January 20, 2016.

[xii] http://nces.ed.gov/collegenavigator/?id=151102#retgrad accessed January 21, 2016

[xiii] Indiana Commission on Higher Education's 2015 College Completion Report, p. 5.

[xiv] Small sample test of means provides the relevant test for significance. The difference of the mean of all of the regionals' percentage completion and IPFW's completion percentage are taken and divided by the standard deviation over the square root of the number of observations – see Janet Buttolph Johnson and H.T. Reynolds, *Political Science Research Methods, 7th edition*, Washington, D.C.: Sage CQPress, 2012, p. 409-413 for explanation and formula. The observed T-values were: ICHE 4 year (-.1625) ICHE 6 year (-3.266) ICHE 8 year (-4.375) LSA Revised 6 year (-2.396) LSA Revised 8 year (-3.075). Significance test is one-tailed assuming IPFW's average is larger than the peers' average and relevant critical values are found across 7 degrees of freedom on page 620 of Johnson & Reynolds book cited above.

[xv] Gregg Zoroya. "Study: Recent Veterans are Succeeding in College." *USA Today,* March 24, 2014

[xvi] College Navigator, National Center for Educational Statistics, http://nces.ed.gov/collegenavigator/?id=151102#enrolmt , accessed January 20, 2016.