

INDIANA UNIVERSITY
ANNUAL REPORT 2018–2019

KELLEY SCHOOL OF BUSINESS
100 YEARS OF MOMENTUM



CREATING MOMENTUM

For nearly 100 years, the Kelley School of Business has been creating momentum through foresight, innovation, and relationships we've built with our alumni, corporate partners, and global scholars.

That momentum has taken us from our first enrollment of 70 people in 1920 to our enrollment today of nearly 12,000 students on our campuses in Bloomington and Indianapolis, and online worldwide.

We take pride in the moments where we stepped forward to be a first mover in business education. We were leaders in innovations such as the Integrated Core (I-Core), Computers in Business (K201), career-focused programs like Me, Inc. and Compass, our Kelley Direct Online MBA, and our innovative Business of Medicine Physician MBA.

We've also been a first mover in other important areas, from our decision in 1966 to become a founding member of The Consortium, which provides full scholarships for minority graduate students, to empowering students today to take greater control over their mental wellness.

As business has changed through the years, we learned we can be innovative and create momentum while still honoring our principles, our traditions, and our mission. We will continue to develop meaningful programming for our students and new sources of differentiation for Kelley as we look toward our next 100 years.

With Kelley pride,

Idalene F. "Idie" Kesner
Dean, Kelley School of Business



Leadership



Ash Soni
*Executive Associate Dean,
Academic Programs
Bloomington*



Laureen Maines
*Executive Associate Dean,
Faculty and Research
Bloomington*



Kenneth A. Carow
*Executive Associate Dean,
Faculty and Research
Indianapolis*



Philip T. Powell
*Associate Dean,
Academic Programs
Indianapolis*



Teresa Kase
*Assistant Dean,
Finance and Operations
Bloomington*

ABOUT THE KELLEY SCHOOL OF BUSINESS

Mission

The mission of the Kelley School of Business is to transform the lives of students, organizations, and society through management education, research, and service. Our aim is to:

Develop a diverse body of students who are citizens of the world and who have a positive impact on their organizations and the communities in which they live.

Conduct and disseminate high-quality research that advances both business theory and practice.

Serve, directly and indirectly, through instructional and research efforts, constituents and communities at all levels—local, national, and international.



Kelley By the Numbers 2018–2019

Bloomington, Indianapolis, Online

2

CAMPUSES (and Online Everywhere)

358

FACULTY MEMBERS

356

STAFF MEMBERS

19

UNDERGRADUATE MAJORS

284

ARTICLES PUBLISHED

3,791

GRADUATES

11,759

STUDENTS

30

PROGRAMS

92

CLASSROOMS

19

CENTERS & INSTITUTES

3,225

CLASS SECTIONS

115,000+

LIVING ALUMNI

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E.W. "Ed" Kelley, the Kelley School of Business namesake, was a visionary, an innovator, a leader, a fixer, a teacher, and a philanthropist. He believed in working hard and putting his heart and soul in his work. He wasn't afraid to try new things or accept a challenge. And he never forgot where he came from.

The man who would become known as the modern-day founder of Steak 'n Shake was raised on a farm in small-town Indiana—a solid foundation that helped him develop a good work ethic. That work ethic was recognized by his professors at Indiana University, and they became his mentors. His education at the business school and the connections he made here combined with his tireless pursuit of improving his life and the lives of others led to a lifelong series of corporate successes.

In 1997, Ed Kelley wanted to give back to the place that gave momentum to his career. His multimillion dollar gift to the business school established an endowed scholarship that helps other hardworking young men and women follow their dreams.

WHAT'S NEW

2018–2019 At a Glance



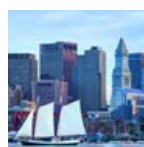
Partnership with edX
Expanding online education
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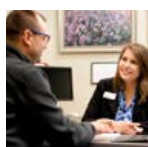
Residential MS in Finance
Helping students achieve more
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Mental Wellness Initiative
Achieving balance for healthy living
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Regional Employer Relations Team
Expanding opportunities for students
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Conrad Prebys Career Services Center
Creating career momentum
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New Centers & Institutes
Strengthening connections and experiences
Page 12



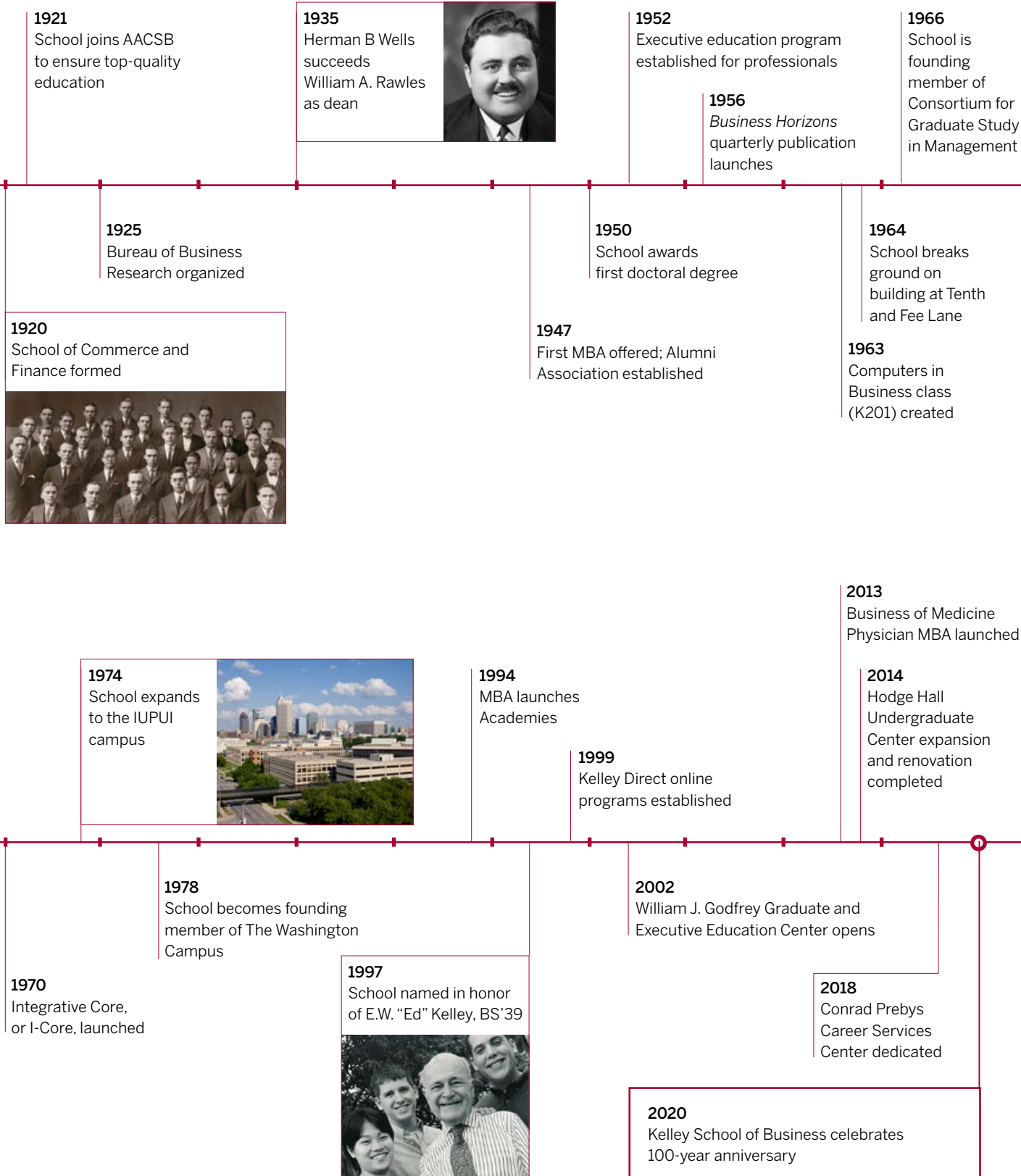
New Learning Technology
Engaging students online
Page 9



Family Leadership Council
Engaging and informing parents
Page 27



100 YEARS OF MOMENTUM



What Differentiates Kelley?

Every business school says it has smart students, successful alumni, and the best hiring companies. Every business school says it creates leaders. What makes Kelley different? Kelley is a “first mover” or “early mover” in many of the most significant innovations in business school education.

- In fall 1963, Kelley was the first business school to recognize the importance of making “**Computers in Business**” a required course. Today, that course, K201, is still cited by alumni as one of the most valuable of their education.
- Kelley was the first to adopt the concepts of an **integrated core curriculum** and hands-on, team-based learning. Today known as I-Core, the curriculum was created in 1971.
- Kelley was one of three founding members—in the 1960s—of **The Consortium**, a group of colleges and companies who aimed to encourage and support African-American male students in graduate school so there could be more African American men in leadership roles in corporate America. The Consortium later expanded to include women and other underrepresented minorities.
- Kelley developed the first **national diversity case competition** for undergraduate students.
- Kelley was among the first participants in the **Forté Foundation** to encourage women to pursue business—now a program that covers graduate and undergraduate women.
- Kelley was innovative in creating specialized, career-specific, **immersive experiences** such as the Academies in the MBA Program, consulting projects, and Workshops in the Undergraduate Program.
- Kelley was an innovator in early-stage **career development programs** like Me, Inc. in our MBA Program and Compass in our Undergraduate Program. These personalized programs help our students find the right career path.
- Kelley was a “first mover” in creating an online **ethics simulator** course for our undergraduates to help teach them to assess a situation and make reasonable, ethical decisions.
- Kelley is one of the most nimble schools in our ability to **customize programs** for corporations and academic partners around the world, and to develop niche programs quickly to meet market demands.



“Kelley Compass shows you how to build your personal brand. That’s what makes us stand out from students at other universities. Coming into my internship, I had connected with co-workers on LinkedIn, and before we even talked, people already knew me and were impressed by my experiences.”

—Maya Caine, BS’18, Solutions Engineer, Salesforce

PORTFOLIO

Academic Programs

- Bloomington Undergraduate
- Indianapolis Undergraduate
- Doctoral
- +Kelley*
- Full-Time MBA
- Evening MBA
- 3/2 MBA
- MD/MBA
- JD/MBA
- MS in Information Systems
- MS in Taxation
- Purdue–Kelley MS in Engineering MBA
- Global MBA/Manchester*
- MBA for Educators*
- Business of Medicine MBA*
- Purdue–Kelley MS-MBA in Agriculture
- MS in Accounting
- MS in Cybersecurity Risk Management*
- MS in Finance*
- Indianapolis MS in Accounting
- Kelley–SKKU EMBA
- Kelley–Tsinghua MS in Finance*
- Kelley Direct Online MBA
- Kelley Direct MS in Finance
- Kelley Direct MS in Information Technology*
- Kelley Direct MS in Strategic Management
- Kelley Direct MS in Entrepreneurship and Innovation*
- Kelley Direct MS in Marketing*

- Kelley Direct MS in Business Analytics*
- Kelley Direct MS in Global Supply Chain Management

Certificates

- Business Analytics
- Business Management
- Business Foundations
- Digital Business Enterprise
- Business of Life Sciences
- Cybersecurity Management
- Business Management for Eye Care Professionals
- Kelley–IIM Lucknow Business Analytics
- Purdue MS/MSE Business Management Certificate

Corporate Programs

- Booz Allen
- Cummins
- General Electric
- General Motors
- Ingersoll Rand
- NFL Players Association
- United Technologies

Executive Education

- Executive Coaching
- Short Courses
- Digital Badges
- Certificates
- Custom Programs

*Programs that are new in the last five years

Rankings

BL-Undergraduate

- #1 among public universities and #4 overall, *Bloomberg Businessweek*, 2016
- #6 among public universities and #10 overall, *U.S. News & World Report*, 2020
- #6 among public universities and #13 overall, *Poets & Quants*, 2018

BL-Full-Time MBA

- Top 5 for Marketing, *Clear Admit*
- #16 in the US, *QS Global MBA Rankings*, 2020
- #17 in the US, *The Economist*, 2017
- #19, *Forbes Best Business Schools*, 2019
- #21, *U.S. News & World Report*, 2020
- #21, *Poets & Quants*, 2017
- #22 in the US, *Financial Times*, 2019

IN-Evening MBA

- #1 in academic quality, *Bloomberg Businessweek*, 2015
- #1 part-time MBA in Indiana and #9 overall, *U.S. News & World Report*, 2020

Kelley Direct Online

- #1 best online MBA/MS, *U.S. News & World Report*, 2019
- #1 online MBA, *The Princeton Review*, 2019
- #1 online MS for veterans, *U.S. News & World Report*, 2019
- #1 in research and #4 worldwide, *Financial Times*, 2019
- #2 online MBA, *Poets & Quants*, 2020

BL-Undergraduate Majors in the Top 15

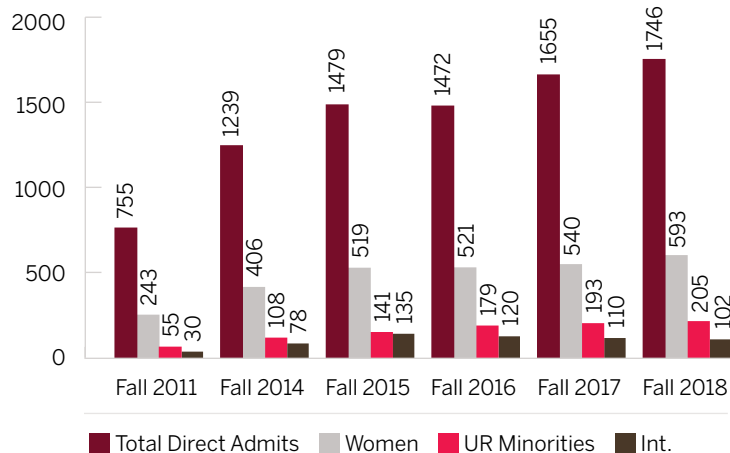
- #3 Entrepreneurship
- #4 Accounting
- #6 Marketing
- #7 Management
- #7 Information Systems
- #9 Finance
- #12 Business Analytics
- #15 Supply Chain Management



ENROLLMENT TRENDS

Bloomington Undergraduate Enrollment More than Doubles

Direct Admit Freshmen

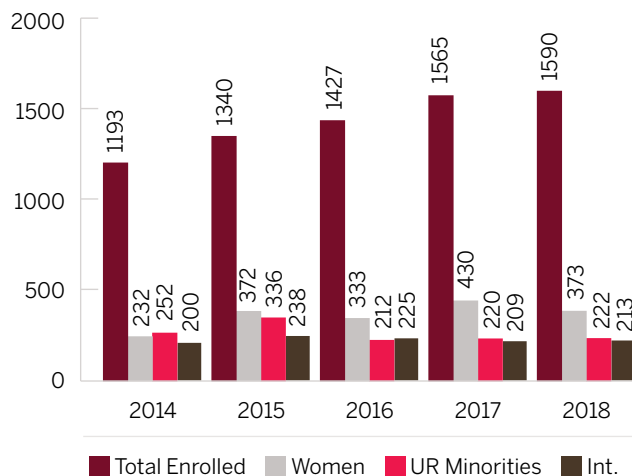


The Kelley School of Business announced in 2011 that it was expanding and updating the undergraduate building, which had been in operation since 1968. The project was kick-started by a significant gift from alumnus Jim Hodge, for whom the building is now named.

Once the plans were announced, there was new interest among prospective students. Subsequently, Kelley's Undergraduate Program soared into the Top 10 in business school rankings, creating even more interest. While the expanded Hodge Hall allows for more students, the quality of the students also went up. Direct Admit freshmen in fall 2018 had an average SAT score of 1437 and an average GPA of 3.9.

Online MBA, MS Continue to Grow

Kelley Direct Total Enrollment



The Kelley School became the first Top 20 business school to start an online MBA program in 1999, and we're still the best. Our No. 1-ranked MBA and MS programs continue to grow and maintain high ratings in student satisfaction.

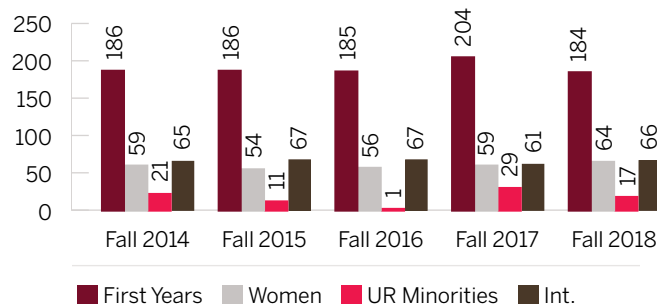
Kelley's innovations, personalized experiences, and hands-on learning focus mean Kelley Direct is an online program that doesn't feel like an online program. With students located on five continents, 31 countries, and all 50 states, our well-connected network provides many opportunities.

As other schools enter the online market, we continue to enhance our curriculum and explore the latest technology to make distance learning as effective and personal as possible.

Residential MBA Program Stays Ahead of National Trend

Kelley Bloomington's Full-Time MBA Program enrollment is down slightly from last year, but staying well above the decline in residential MBA enrollment nationally. Despite a market decrease of 34%, applications to Kelley's program are up 16%, and candidates' GMAT average is up 11 points.

Bloomington Full-Time MBA



IMMERSIVE EXPERIENCES



Students in finance-related academies and workshops connect with people who work in the finance industry in New York, Chicago, and other financial hubs.

Learn by Doing

At the Kelley School, we believe you learn by examining real-world challenges and immersing yourself in industry-focused experiences. We connect our students to alumni and industry leaders who help students understand current issues in business and the challenges ahead. Students at every degree level participate in a wide range of curricular and extracurricular experiences.

Experiential learning opportunities have a significant, positive impact on our students, and they also provide partner organizations valuable insight and ideas—and experienced future employees.

Academies: Kelley's one-of-a-kind Academy program is an experience-based, mentorship-driven bridge between what students learn in their Full-Time MBA coursework and how they'll use it in their career. Students build relationships with their industry-connected Academy directors and are paired with a Kelley career coach who has experience in their chosen field. Activities can include research, company visits, guest speakers, industry discussions, consulting projects, global projects, and networking.

Workshops: Workshops provide an augmented academic experience, giving Kelley Bloomington undergraduate students industry-specific knowledge that will set them apart when they begin their careers. Through customized courses, speakers, company visits, networking, and mentoring, students put classroom learning into practice and make valuable connections in their chosen field.

Team-based Consulting Projects: Many Kelley programs include short-term or long-term consulting projects in which student teams analyze and offer solutions for a real-world problem with a partner company. While some of these projects involve emerging economies around the world, many involve working with businesses large and small in the Indianapolis and Bloomington communities.

Immersive Opportunities

BL-Undergraduate Workshops

- Business Operations Consulting Workshop
- Charles Schwab Wealth Management Workshop
- Commercial Real Estate Workshop
- Consulting Workshop
- Global Sales Workshop
- Investment Banking Workshop
- Investment Management Workshop
- Retail Workshop
- Technology Consulting Workshop

BL-Full-Time MBA Academies

- Business Marketing
- Capital Markets
- Consulting
- Consumer Marketing
- Strategic Finance
- Supply Chain and Digital Enterprise
- PLUS Life Sciences
- Entrepreneurial Innovation
- Leadership

Consulting

- IN-Undergraduate I-Core Consulting Projects
- BL-Graduate Accounting Programs Field Consulting
- BL-MSIS Capstone Consulting Project
- IN-Evening MBA Consulting Projects
- Kelley Direct Immersion Experiences

TECHNOLOGY



Learning Media Producer **Malik Davis** demonstrates the use of the Learning Glass whiteboard tool in the Kelley video studio.



Joshua Perry, Associate Professor of Business Law and Ethics, records a lecture for his online MBA course using Kelley's virtual set.

Engaging Students Online

As more business schools offer online graduate degrees, the Kelley School continues to innovate to stay ahead of new competitors, maintaining Kelley Direct's position as the top provider of online MBA and MS degrees.

Kelley's award-winning faculty have always been an important point of differentiation for our online courses—many other universities use third-party providers. We strive to integrate new technologies and techniques to ensure our online students feel just as close to faculty as our residential students do.

The Kelley Learning Technologies video studio and media team endeavor to match technologies to the teaching styles of our faculty to best convey the enthusiasm and expertise that our faculty bring to their online courses. Faculty can use a variety of virtual sets to customize their surroundings in recorded video.

The recent addition of Learning Glass, a transparent whiteboard with specialized lighting and software that reverses the image so students can read what is written on the glass during the lecture, now gives faculty the ability to engage students online using tools that feel familiar. It's all part of the effort to bring a more personal approach to online learning.



"I made a point to attend the live classes because it's an opportunity to see the professors and ask questions. The faculty are invested and they want to see you succeed. They know your name, and they look forward to seeing you in class and hearing your opinions."

—Kelley Direct alumna **Roslyn Hurt-Steverson**, MBA'19
Account Manager, IT Audit, Deloitte

SPECIALIZED PROGRAMS

Business of Medicine Physician's MBA

The Business of Medicine Physician MBA program through Kelley Indianapolis is the only MBA degree exclusively for physicians offered by a top-ranked business school.

As the healthcare industry continues to evolve, there is a need for leaders who possess both medical expertise and business acumen. Physician MBAs are uniquely suited to lead change because they have the intimate experience in clinical settings needed to understand the challenges in the healthcare landscape.

The program is built on a rigorous curriculum, collaborative learning, and a flexible schedule that prepares physicians to succeed as patient advocates and business strategists.

During the program, students have the option to immerse themselves in a global healthcare experience outside of the United States. This elective course examines best practices from other countries, clinical trials, medical tourism, and efficient hospital management.



Doctors in Kelley's Business of Medicine Physician MBA program tour a medical facility in Singapore.

Online Partnership

The Kelley School has partnered with edX, the leading nonprofit online learning platform, to offer master's degrees in accounting and IT management, expanding online options for students who want to further their education with a respected Kelley School degree.



The courses are taught entirely by Kelley faculty. Students have the option to start with an edX MicroMasters certificate in their chosen field and apply it later to a full master's degree.

EdX was founded by Harvard University and MIT, and has alliances with more than 130 national and international institutions.

Residential MS in Finance

Today's employers are looking for professionals with targeted skills in finance. They're interested in connecting with recruits who have unique backgrounds and perspectives—people who bring something new to solving problems, who approach their work differently.

That's what Kelley's new MS in Finance offers. The program is aimed at nonbusiness students with the ability to leverage a high-quality undergraduate education in a variety of disciplines with in-demand finance training.

For example, a geology undergraduate with an MS in Finance will stand out in the oil and gas industry. A biology or psychology major with finance training will be of interest to employers in life sciences, and a media school graduate with finance training will add value to those in publishing.

The 30-credit, 11-month program began in the summer of 2018 with 16 students and ended in May with 100% placement for those seeking a job after degree completion. The class more than doubled for 2019 with 35 students.

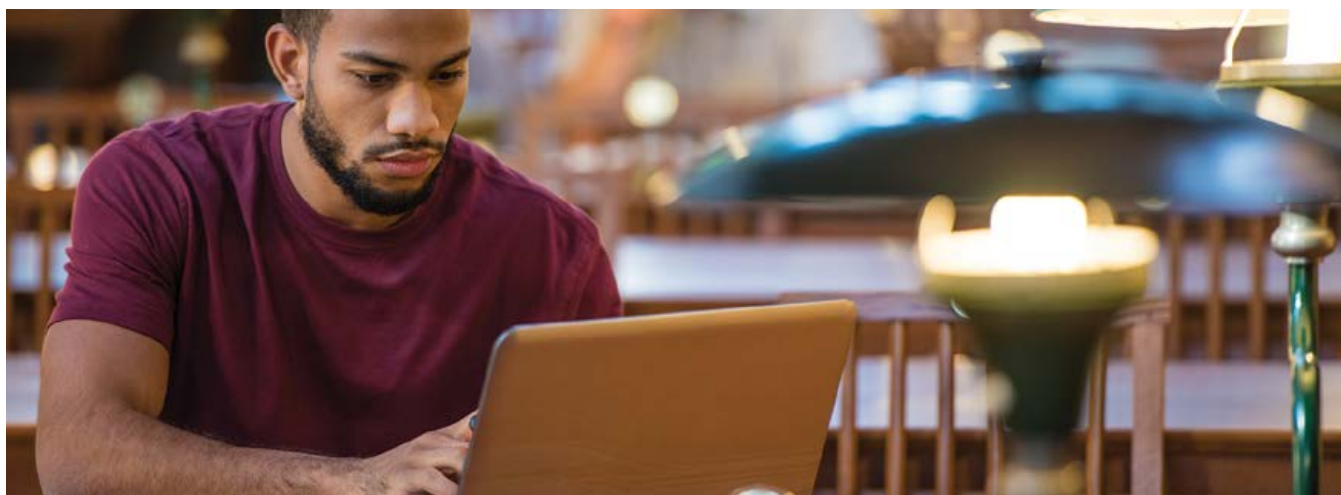
Executive Degree Programs

Because of the Kelley School's early entry into online education and our extensive degree portfolio, we are exceptionally nimble in tailoring courses for companies, organizations, and partner universities through our Executive Degree Programs.

Companies and universities that partner with EDP empower their employees and students to reach their full potential and accelerate their careers. EDP offers corporate MBA and MS degrees and credit-based courses that lead to certificates. Some course credits can be transferred to the Kelley Direct MBA and MS programs if admissions requirements are met.

Classes are typically offered in a blended format of online learning for convenience and in-residence sessions designed to connect students with Kelley faculty members, peers, and alumni. Faculty members who teach these classes are the same as those teaching in Kelley's full-time in-residence programs.

Enrollment in EDP's programs has increased steadily through the years as Kelley creates new partnerships and companies seek quality programs to update their employees' skills in a fast-changing business world.



Kelley's Executive Degree Program partners with the NFL Players Association to offer a certificate-to-degree program for current and former NFL players.

+Kelley

Everything is a business, from a global corporation to a single freelance musician. The +Kelley program is designed for students who want to combine the power of their engineering or arts and sciences education with in-demand business skills. +Kelley offers full-time and part-time degree programs and has partnerships with Rose-Hulman Institute of Technology, DePauw University, and IU's College of Arts and Sciences.

Students work with Kelley's top-ranked Graduate Career Services coaches to develop a personalized career path, polish interviewing and networking skills, and make connections with top employers in their fields. MS degree options include Business Analytics, Entrepreneurship & Innovation, Finance, Global Supply Chain Management, Information Systems, Marketing, and Strategic Management.

CENTERS AND INSTITUTES

The Kelley School's centers and institutes provide opportunities to connect industry, research and education, connecting people all over the world with the Kelley School of Business. In 2018–19, Kelley launched three new organizations and enhanced a fourth to meet the demands of an ever-changing business world.



Evening MBA students at Kelley Indianapolis visit Delta Faucet to learn more about the business. Kelley's new Center for Excellence in Manufacturing will help create more connections in the manufacturing industry.

Center for Excellence in Manufacturing

Kelley Indianapolis has launched a forward-thinking Center for Excellence in Manufacturing to research ongoing developments in manufacturing trends, share insight into best practices, and create innovative opportunities for students who will become leaders in the industry.

A unique offering unlike any other at a top-ranked business school, this center furthers our understanding of the ever-evolving challenges and critical strategies for manufacturers in the 21st century and beyond. The center was established with the support of a \$1 million gift from alumnus Gregg Sherrill and his wife, Sabine.

The center provides strategic and leadership training for the Top 10-ranked Kelley Evening MBA program and undergraduate students. In addition, faculty and staff associated with the center will also work directly with Indiana companies and conduct research in the field to drive new strategies for managers in manufacturing. From this research, the Kelley School will deliver executive skills training to help guide companies and managers as manufacturing continues to change in coming years.

Institute for Entrepreneurship and Competitive Enterprise

The Institute for Entrepreneurship and Competitive Enterprise within the Johnson Center for Entrepreneurship & Innovation is an academically focused initiative established to study and explore the role of entrepreneurship as a catalyst for economic development, creation of employment opportunities, and community and societal advancement.

The institute will enhance the Johnson Center's research and teaching mission—a central component of the Kelley School's entrepreneurship program, which is consistently ranked among the top in the nation.

One of the institute's aims is to help students and faculty convert their ideas and innovations into start-up enterprises that create employment opportunities and retain top talent within the state of Indiana.

Tobias Center adds Executive in Residence

A new Executive in Residence Program at the Tobias Leadership Center on the IUPUI campus allows the center to extend its work beyond executive education to provide access for any IU student or faculty member to meet, network, and learn from seasoned leaders.

The Executive in Residence will reach across schools and disciplines at Indiana University to provide access to executives through meaningful engagement both on campus and within the community, bridging the gap between scholarship and practice.

The inaugural Executive in Residence is Neal Rothermel, co-founder of VMS BioMarketing, a healthcare education company that has been recognized in *Fortune's* "100 Best Companies to Work For" and has more than 100 full-time and 800 on-demand clinical educators nationwide. He participated in the 2017 Tobias Fellows cohort and is a member of the Tobias Leadership Network.



"I want students to feel comfortable and drawn to consult with business practitioners. I hope to instill successful leadership practices in our students so they are ready for exponential changes ahead."

—Executive in Residence **Neal Rothermel**, Co-Founder, VMS BioMarketing

Centers & Institutes at Kelley

- Center for Brand Leadership
- Center for the Business of Life Sciences
- Center for Education in Research and Retailing
- Center for Excellence in Manufacturing
- Center for Global Sales Leadership
- Center for Real Estate Studies
- Indiana Business Research Center
 - Center for Econometric Model Research
- Johnson Center for Entrepreneurship & Innovation
 - Institute for Entrepreneurship and Competitive Enterprise
- Tobias Leadership Center
- Digital Intelligence Initiative
 - Institute for Business Analytics
 - Institute for Digital Enterprise
 - ODT Connect
- Grant Thornton Institute for Data Exploration for Risk Assessment and Management (GT-IDEA)
- Institute for International Business
 - Center for International Business Education and Research
- Kelley Institute for Social Impact

GT-IDEA

One of Kelley's newest institutes, the Grant Thornton Institute for Data Exploration for Risk Assessment and Management (GT-IDEA) spans the Kelley School of Business, O'Neill School of Public and Environmental Affairs, and School of Informatics, Computing, and Engineering.

With a focus on assessing risk in terms of service delivery exposure and client risk, the mission of GT-IDEA is to leverage disruptive technology and unlock innovation in the market by integrating leading-edge technology with business and policy.

As part of the institute, eight faculty members were chosen as GT Scholars to partner with Grant Thornton thought leaders to develop course content, lead roundtable discussions, and offer case competitions for students. They will also work collaboratively on a variety of research projects in risk assessment and management.

GLOBAL EXPERIENCES



Kelleys are students of the world, with several opportunities for global travel experiences, whether for a semester or a couple of weeks.

Global Experiences

Business truly is global, and business education should be, too. The Kelley School offers courses at every degree level to help students understand influences that drive the global economy and the nuances of doing business internationally.

Our Bloomington Undergraduate Program curriculum includes a required Global Foundations Core in the second year. Students learn strategies to analyze and interpret regional economies and evaluate areas for investment or expansion. Students often choose an elective course with a travel component to build on the fundamentals.

Global learning opportunities can be semester-long study abroad exchanges, summer programs or internships, or courses that include a short-term travel component that lasts three weeks or less.

Many of the short-term opportunities include a consulting project, often with a nonprofit organization. These include GLOBASE for our Full-Time MBAs, AGILE for our Kelley Direct online MBAs, international consulting trips for the Kelley Indianapolis Evening MBAs, and consulting projects for many of our specialized master's programs. The projects have a positive impact on our students, but they also benefit social enterprises.



Students from Sungkyunkwan University in Seoul attend a women's forum with Kelley School Dean Idie Kesner during an in-residence week at Indiana University.

Academic Partnerships

Kelley collaborates with universities worldwide. In addition to research and exchange opportunities, Kelley has degree partnerships with these schools:

Sungkyunkwan University Graduate School of Business
Seoul, South Korea
MBA (executive track)

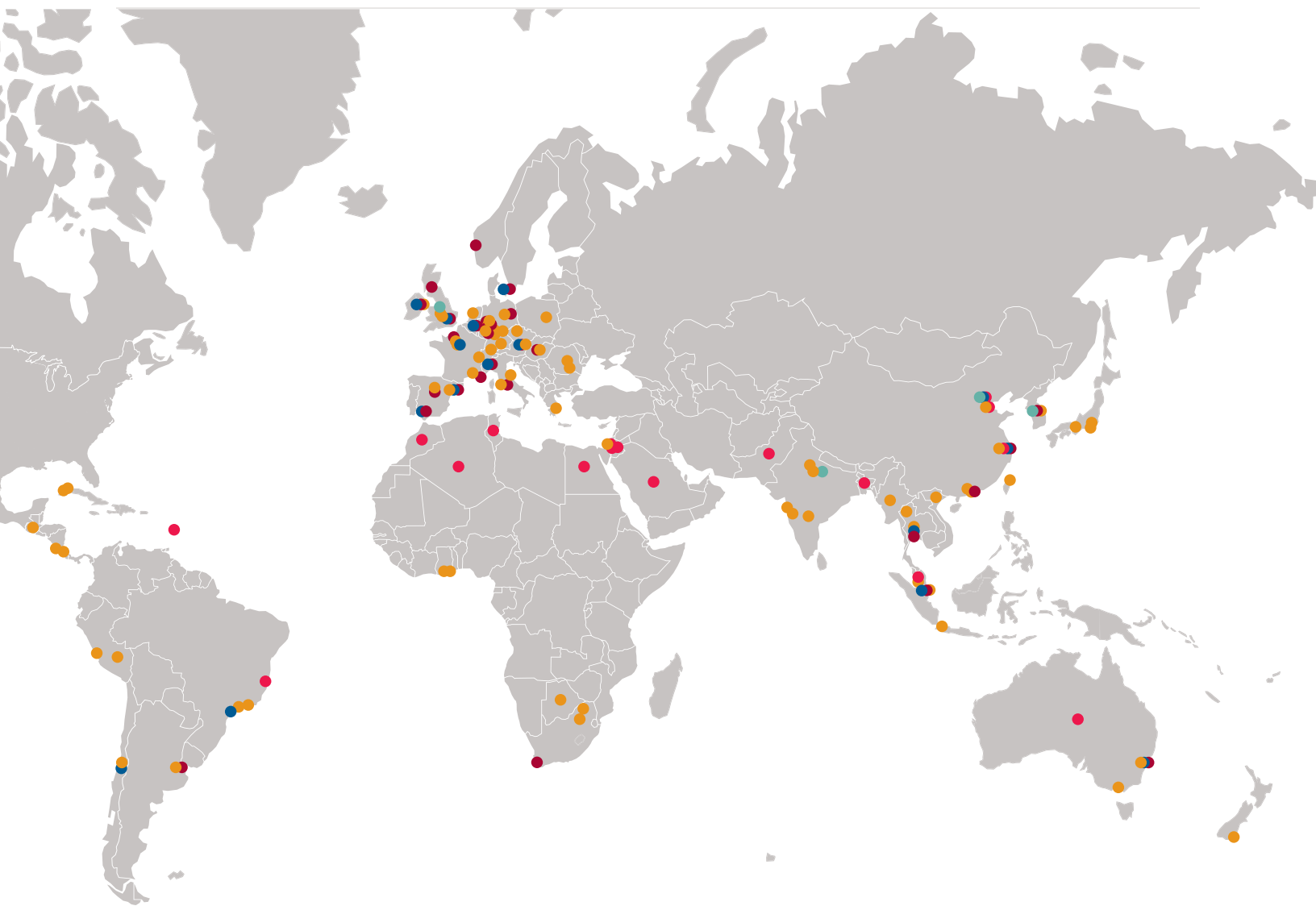
**Alliance Manchester Business School,
The University of Manchester**
Manchester, England
Global MBA

PBC School of Finance, Tsinghua University
Beijing, China
MS in Finance

"You can study global business, but there's a big difference between learning it in a classroom context and then actually experiencing it."

—Aaron Welker, MBA'19,
GLOBASE China team member





Global Dean's Council

ESTABLISHED **2015**

33 MEMBERS

12 COUNTRIES

The Kelley School Global Dean's Council was established to strengthen our connections with Kelley alumni around the world and learn how to better serve our international students.

Similar to the Bloomington and Indianapolis Dean's Councils, members are influential business leaders who advise Kelley on international issues, address challenges to global business, and act as ambassadors for Kelley in their respective countries.

Global Dean's Council members have been instrumental in helping to recruit students and working to secure internships and full-time positions for our students who want to return to their home countries for their careers.

DIVERSITY



Companies perform better when they have a diverse set of backgrounds and experiences and at the table. Kelley strives to create a diverse and inclusive community of future business leaders.

Making Strides in Diversity

The Kelley School believes an important part of a business education is learning to work with diverse groups of people from different backgrounds and experiences. With more than 100 initiatives across our programs, we actively seek to recruit and support diverse students, including underrepresented minorities, women, LGBTQ+, and international students. These initiatives include scholarships, events, ally training, targeted recruiting initiatives, and support programs and organizations.

A diverse student body leads to a diverse workforce, and we are proud to have partnerships with many companies that support diversity initiatives at Kelley and in their own workplaces. Through a coordinated effort with our Office of Development and Engagement, we have secured gifts from 51 companies to support diversity-related programs at Kelley this year, up from 36 companies in 2014.

Our efforts are yielding results. In our Bloomington Undergraduate Program, we have gone from a 2014 freshman class with 8.7% URM students to a 2018 freshman class with 11.7% URM students. We are also attracting more women to business. Even though we are making gains, we remain committed and diligent in continuing to explore new avenues for increasing diversity among our students.

Did You Know?

In the 1960s during the Civil Rights Era, the Kelley School of Business was one of three founding members of The Consortium for Graduate Studies in Management, which was created to give African American men the means to attain the business skills they needed to secure positions in American corporations.

The Consortium, which later expanded to include women and other underrepresented minorities, is a network of high-performing students and alumni, leading MBA programs, and dedicated corporate partners. It awards merit-based, full-tuition fellowships to top MBA candidates who have a proven record of promoting inclusion in school, in their jobs, or in their personal lives.

Kelley is still a member today, having graduated nearly 1,000 Consortium fellows over the last 53 years.





Students in the Finance Diversity Program are empowered to be confident as their authentic selves.

Finance Diversity Program

The Finance Diversity Program launched in 2017 and is designed to increase the diversity of high-potential students choosing a finance major and pursuing a career within corporations and the financial services industry. The program's ultimate goal is to lead to more diversity among professionals from corporate America and Wall Street and contribute to better decision-making through diversity.

The program provides students professional development opportunities at an early stage in their academic careers and strives to empower diverse individuals to be confident as their authentic selves. Students are encouraged to join Workshops and take advantage of professional networks.

Students remain in the program all four years, becoming leaders, coaches, mentors, and ambassadors as juniors and seniors. After graduation, they become members of the FDP Alumni Community Network.

The first Financial Diversity cohort has about 50 members and doubled diversity in the Investment Banking Workshop and the Investment Management Workshop.

Class of 2020—82 Members

62% WOMEN

17% INTERNATIONAL

44% URM

13% LGBTQ+



An interactive map shows Kelleys come from all over the world.

Kelley United Activities

Kelley United Week honors diversity in the Kelley community and celebrates how our students are all united as Kelleys. Activities include:

- **Kelley United Day**—Students can meet members of the Kelley Office of Diversity Initiatives Student Advisory Board and Kelley Student Government, engage with an interactive world map, and pick up a copy of the week's schedule of events.
- **Cultural Etiquette Dinner**—Students learn and practice the dining habits and cultural norms of various Asian countries.
- **Diversity Town Hall Meeting**—A discussion about diversity and inclusion at Kelley.
- **International Jeopardy**—In this special take on the *Jeopardy!* TV game, students test their international cultural competency.
- **Cultural Spotlight Dinner**—Students experience the various cultures of Western European countries through an immersive dining experience.
- **Diversity and Inclusion Interactive Learning Experience**—Students explore and celebrate the complex histories of various minority groups in the United States with peers and IU professors.
- **Cross-Cultural "Show and Tell"**—Various Kelley student organizations display the rich diversity of our student body through food, music, and art.

COMMUNITY



During the building blitz, student volunteers swing hammers and sling paintbrushes alongside Kelley faculty and staff as well as representatives from Whirlpool, many of whom are alumni.

Building a Community

For almost a decade, Kelley's Institute for Social Impact has organized an annual 10-day campus building blitz in partnership with Whirlpool Corporation and Monroe County Habitat for Humanity to make a home for a deserving family in the Bloomington community.

The Whirlpool Habitat for Humanity Blitz Build is a signature project for the Kelley Institute for Social Impact, which serves as a hub within the school for undergraduate students who want to make a difference in local and

global communities through education, service, career development, and leadership opportunities.

The Whirlpool Corporation has sponsored every campus build since the program's inception in 2009, and has donated a range and refrigerator for every new Habitat home across the US and Canada since 1999. The company serves as a model of how socially minded companies can make a difference and instills a commitment to service in our Kelley students.



Kelley Indianapolis students join in cleaning up the city.

Kelley Indianapolis Cares

Kelley Indianapolis Cares is a service-learning organization that provides opportunities for Kelley students and others at IUPUI to help the community and develop a strong sense of social responsibility and ethical practices. KIC has volunteered at food banks, the Wheeler Mission, and the Ronald McDonald House, among other activities.

Trockman Microfinance Initiative

Kelley Bloomington undergraduates help fight poverty locally and around the world through the Trockman Microfinance Initiative, a program of the Kelley Institute for Social Impact. The initiative issues small loans (usually less than \$200) that are repaid in a short time period so that the money can be loaned again to help lift others.

While the group has managed projects from Chicago to Peru, it has worked closely the last couple of years with Monroe County United Ministries in Bloomington to establish a microloan strategy to assist individuals on a path to self-sufficiency.

United Ministries is a nonprofit organization that works to eliminate poverty. Trockman members used concepts from the Kelley School curriculum to develop strategies and create educational components to help clients of United Ministries learn financial literacy.

In addition to volunteering locally, members of the Trockman Microfinance Initiative gain knowledge and experience by traveling to regions around the globe where microfinance is making a difference.

Indiana Business Research Center

The goal of the Indiana Business Research Center is to put analytical tools and practical research into the hands of its users to help them transcend the challenges of today's rapidly changing world.

IBRC staff work closely with numerous state and local government agencies to provide data and analysis needed by agency leaders, staff, and the stakeholders they serve. Examples include the Indiana Department of Workforce Development, the Indiana Economic Development Corporation, the Indiana State Department of Health, the Indiana Gaming Commission, the Indiana Commission on Higher Education, and the Indiana Department of Education.

The center also has worked closely for many years with the US Economic Development Administration to create, manage, and maintain a wide range of online tools and data services used by economic development practitioners throughout the nation.

The IBRC coordinates the Kelley School's annual Business Outlook Panel program, through which school faculty and IBRC researchers discuss the economic outlook to audiences of business and community leaders in 8 to 10 of the state's major cities. IBRC staff also make presentations based on the center's work to audiences at national conferences, and in meetings with government agencies and legislators.

Kelley 5K Benefits Community

The Kelley School hosts a 5K each year to raise money for a local charity. In 2018, proceeds from the race benefited the Megan Marie Yoder Foundation for Sustainability, which is dedicated to establishing a scholarship for students with a passion for sustainability and the environment. A Kelley student, Megan lost her battle with brain cancer in 2017.



Students celebrate completing the Kelley 5K in 2018.

CAREERS

Bloomington Career Services

Kelley Bloomington's top-ranked career services work in close collaboration with our academic programs to ensure our students are on the right career path and making the right connections. Our dedicated staff help with resume reviews, interview prep, and career and leadership coaching.

Recruiters know Kelley graduates are ready to work from day one. More than 900 companies recruit on campus or virtually, and more than 1,200 companies posted job opportunities through our online recruiting system.

Our career services for undergraduate and master's degree programs are housed in the Conrad Prebys Career Services Center, which opened in January 2018. The center filled the need for an improved and larger space to serve a growing number of students and recruiters at the Kelley School.

The \$14 million, 30,000-square-foot facility improves the first impression that Kelley makes on recruiters, and finally matches the quality of service from our top-ranked career services staff. The state-of-the-art facility includes more than 70 interview rooms as well as nearly 30 offices for staff serving more than 10,000. The center was funded in part by a generous gift from billionaire alumnus Conrad Prebys.



Undergraduate and graduate students take advantage of Kelley's top-ranked career services at the Prebys Career Services Center.

CAREER PLACEMENT 2018

	Employed Full-Time	Avg. Salary	Avg. Signing Bonus	Total
BL-Undergraduate	96%	\$62,734	\$8,619	\$71,353
BL-Full-Time MBA	95%	\$108,164	\$22,535	\$130,699
BL-Graduate Accounting	98%	\$65,847	\$5,142	\$70,989
BL-MS in Information Systems	97%	\$72,000	\$5,000	\$77,000
IN-Undergraduate	98%	\$49,255	\$4,353	\$53,608
IN-Graduate Accounting	96%	\$55,661	\$3,667	\$59,328

Rankings

BL-Undergraduate

A for Career Advising

*Poets & Quants' Best Undergraduate
Business Programs, 2018*

BL-Full-Time MBA

#5 Career Services, *Financial Times*, 2019

Kelley Direct Online

#2 Career Services, *Financial Times*, 2019



Entrepreneur Spotlight: Blake's Seed-Based Bars

The class assignment was to develop a product, business plan, and website for a fake company that solved a need in society. Blake Sorenson turned his imaginary company into a real one.

Sorenson teamed up with fellow Kelley MBA student Alex Marijan to create a company that addressed the challenge of finding nutritional snack foods for millions of Americans who suffer from food allergies. Sorenson has had a nut allergy since he was a child.

With classmates as their taste-testers, they developed seed-based snack bars that don't contain nuts, wheat, dairy, or soy. Through support from their professors and momentum from a successful Kickstarter campaign, they launched Blake's Seed Based online and offered a subscription service.

The company started with snack bars in three flavors. They now have other flavors and have added protein bars. In addition to online sales, the bars are available in stores throughout the United States. To learn more, visit their website at www.blakesseedbased.com.



Blake Sorensen, left, and Alex Marijan, 2018 MBA graduates, came up with the idea for Blake's Seed Based snack bars while working on a project for their social entrepreneurship course.

Regional Employer Relations Team

Today's graduates are increasingly seeking careers outside of traditional business markets and large corporations. To increase our business relationships and job opportunities throughout the country, we invested in a career services "sales" team of four employees placed strategically in regions throughout the US.

They are charged with developing and maintaining relationships with new companies, broadening the possibilities of employment for our undergraduate and graduate students who are interested in niche fields, smaller companies, or specific regions of the US.

In only a year, the team has added more than 400 companies to our list of employers. Those companies have posted 942 new full-time jobs and 514 new internships. Kelley is the only business school in the country that has a career team dedicated solely to developing relationships with new companies.

Regional team members are located in:

- Atlanta
- Bloomington
- Boston
- Los Angeles

MENTAL WELLNESS

Healthy Minds and Bodies

The Kelley School of Business is committed to helping students achieve balance in school and throughout their lives as business professionals.

Students today are having a harder time adjusting to college life than previous generations. Nationally, 41% of college students report feeling depressed, and 62% report feeling overwhelmed with anxiety. Kelley is leading the way among business schools in the effort to increase student resilience, remove the stigma of discussing mental health, teach students how to cope with failure, and promote healthy living.

Successful initiatives include a mentoring program, Balance Weeks that promote stress release and healthy eating during preparation for final exams, and panel discussions on a variety of topics, including how to “fail successfully” and how to build resilience. Students have embraced these initiatives and are helping to create a culture of care at Kelley, creating organizations and events on their own to address this growing concern.

The initiatives have been so successful that Kelley is expanding some of the programming to our graduate students. Other business schools are taking notice. Kelley has given presentations to administrators of business schools around the country and the Undergraduate Program office routinely fields calls from schools seeking guidance.



Mental wellness includes eating healthful foods.

Mentoring Program

The Kelley School's mentoring program matches upper classmen with first-year students based on common interests, life experiences, and personality.

Mentors connect monthly with the mentee during first semester to help them feel supported, less overwhelmed, and better prepared to navigate academic challenges, manage stress, and maintain wellness.

In the second year of the program, 2,000 undergraduates participated as a mentor or mentee.



About 2,000 students participate in Kelley's mentoring program.



Service puppies help alleviate stress.

Balance Week Activities

Balance Week occurs during the final week of classes prior to exams in the fall and spring semesters. Kelley Student Government and the student group Balance at Kelley collaborate with undergraduate staff to develop the program focused on maintaining balance and reducing stress. Support is provided by the Family Leadership Council Fund and other sponsors.

- **Mass-Hodge Monday**—Students can stop by for a free 10-minute professional chair massage, sign the “How I will stay balanced this week” banner, and take a moment to write an encouraging note to a fellow student before finals.
- **Service Dogs in Training**—Always a popular event, students can spend a few minutes experiencing the calming presence of service dogs in training. Dogs are provided by the Indiana Canine Assistance Network (ICAN).
- **Balanced Breakfast in the B-School**—Students enjoy a delicious and nutritious array of options and leave with ideas for quick, healthy, on-the-go breakfasts.
- **Prebys Center Study Tables**—Every day during Balance Week, students can study in the relaxing space in the Prebys Center and enjoy coffee and snacks provided by Aldi.

Student-Driven Initiatives

- **Mental Health Student Task Force**—This group of 10 students represents various clubs and groups within the school. The task provides insight on programming and feedback on initiatives.
- **Balance at Kelley**—Students created this registered Kelley student organization to reduce the stigma surrounding mental health by raising awareness, supplementing education, and providing resources.
- **Failure Summit**—This 3-hour event featured a faculty panel, small-group discussions led by upperclassmen, and a keynote speaker from Harvard’s Success-Failure project
- **KLLC Failure Panel**—Students from the Mental Health Student Task Force shared their personal stories of failure with first-year students in the Kelley Living Learning Center.
- **Lights for Life**—To commemorate World Suicide Prevention Day, Balance at Kelley hosted an all-day event in the arboretum with 1,100 paper luminarias to represent the 1,100 college students who die by suicide each year. The campus community was invited to decorate the bags and write a positive message on them.

FACULTY AND RESEARCH



Donald F. Kuratko, the Jack M. Gill Chair of Entrepreneurship and executive director of the Johnson Center for Entrepreneurship and Innovation, said it's gratifying to remain No. 1 in entrepreneurial research in today's competitive environment.

No. 1 in Entrepreneurship Research

Indiana University's Kelley School of Business is again No. 1 in the 2019 World Rankings for Entrepreneurship Productivity, which examined research in the discipline at nearly 500 colleges and universities worldwide.

Between 2014 and 2018, the Neely Institute for Entrepreneurship and Innovation at Texas Christian University tracked research articles in three top entrepreneurship journals, which are among the *Financial Times*' overall list of 50 leading business journals.

As in the past, research activity by faculty in Kelley's Department of Management and Entrepreneurship far outpaced those at other universities. The 37 articles published by Kelley faculty nearly doubled the number of articles by professors at Imperial College London, who published 21 articles. Syracuse University was ranked third.

In October 2017, a similar 12-year longitudinal study of entrepreneurial research impact was published in the *Journal of Small Business Management* and also ranked Kelley No. 1.



"The Kelley faculty want to create real relationships with you. They are invested in you as a person—who you are and what you want to do—and they're there to help you do your best."

—**Gianmarco Medina**, BS'21, majoring in finance, international business, and business analytics

Kelley Faculty Publishing By the Numbers 2018–2019

284 JOURNAL ARTICLES

34 BOOKS

7 BOOK CHAPTERS

Over the last 5 years, the Kelley School has received **\$15.3 million** for faculty research and academic programs through external funding and grants. This does not include funds that have been awarded but not yet received.

Business Horizons Journal Rises in Prominence

Business Horizons, the academic journal published by the Kelley School of Business, has seen a big gain in the Thomson Reuters Journal Impact Factor ratings, which measure how often academic journal articles are cited by scholars and researchers.

The new Impact Factor rating for *Business Horizons* was 2.588, up from 1.088 two years ago and 0.809 in 2011, when they were established. They are calculated by dividing the number of scholarly items counted in the denominator by all of the citations that a journal has accumulated in the numerator.

The new score puts it slightly ahead of *MIT Sloan Management Review* at 2.569, and has closed the gap to other top journals.

In a separate CiteScore rating by Elsevier, which uses a broader coverage of journals and a longer citation window, *Business Horizons* was rated 2.19, compared to the *California Management Review* at 2.96, *Harvard Business Review* at 1.30, and *MIT Sloan Management Review* at 1.77.



BLOOMINGTON

	Fall 2014	Fall 2015	Fall 2016	Fall 2017	Fall 2018
Professors	132	136	146	150	157
Clinical	30	33	36	35	38
Lecturer	87	93	103	106	107
Total	249	262	285	291	302

INDIANAPOLIS

	Fall 2014	Fall 2015	Fall 2016	Fall 2017	Fall 2018
Professors	29	27	30	32	29
Clinical	11	13	16	17	15
Lecturer	11	13	11	11	12
Total	54	56	59	62	56

DEVELOPMENT AND ENGAGEMENT



The Conrad Prebys Career Services Center was made possible by many gifts to the Bicentennial Campaign, including a large gift from alumnus Conrad Prebys.



Bicentennial Campaign

The Kelley School's Office of Development and Engagement has been working diligently to connect with our alumni and corporate partners in meaningful ways while making progress on the goal of raising \$200 million to Indiana University's 2020 Bicentennial Campaign. As of June 30, 2019, ODE has raised more than \$185 million, or 93% of the goal.

These gifts include funding for our Conrad Prebys Career Services Center, endowed scholarships for students,

endowed chairs and professorships, a new Institute for Entrepreneurship and Competitive Enterprise, and a new Institute for Data Exploration for Risk Assessment and Management in partnership with IU's School of Informatics and Computing, and School of Public and Environmental Affairs.

At Kelley Indianapolis, contributions to the \$5.5 million goal include support for a new Center for Excellence in Manufacturing, among other initiatives in support of faculty and student programming.

For All: The Indiana University Bicentennial Campaign

KELLEY BLOOMINGTON	PROGRESS: \$186 MM (93%)*	GOAL: \$200 MM
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KELLEY INDIANAPOLIS	PROGRESS: \$5.1MM (93%)*	GOAL: \$5.5 MM
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**As of June 30, 2019*

Alumni and Parent Engagement

With a new director and assistant director of alumni engagement, we reviewed our alumni engagement plan and developed a new strategy based not only on where our alumni are located, but also on emerging recruitment markets for Kelley and emerging placement markets for our graduates. We identified 14 key areas of focus. In addition, we developed new strategies in volunteer management to help make the most of our alumni leaders all over the world.

We also created a Family Leadership Council, which is comprised of dedicated parent volunteers—many of whom are also alumni—who serve as ambassadors for Kelley. The council's mission is to engage parents and families in activities that promote Kelley and enrich their student's undergraduate experience, provide families with

a formal link to the Kelley School, make the Kelley experience positive for families, and support Kelley School initiatives.

Thirty-five couples or individuals joined the Family Leadership Council in 2018–2019. They attended two council meetings at Kelley Bloomington, one each in the fall semester and spring semester. Dean Idie Kesner shared updates on the Kelley School in general, and parents learned about mental wellness programming and other issues affecting our students.

As an illustration of the positive momentum achieved, this group has raised more than \$112,000 to support activities for students. Part of these funds will support a student “Balance Room” as part of the Undergraduate Program's mental wellness initiative.



Kelley's Family Leadership Council members serve as parent ambassadors, contribute to discussions regarding issues affecting our student population, and support student and parent activities.

Corporate Alliance Partners

Strategic Partners (\$100,000+)



Partners (\$99,999–\$50,000)



BRANDING



The Kelley Effect

Five years ago, the Kelley School began a targeted branding campaign based on research and recommendations by McGarry Bowen, an award-winning New York advertising firm that worked with the business school pro bono because some of its best clients are Kelley School alumni.

The branding campaign focused on Kelley Bloomington's graduate programs and what sets Kelley apart from other schools. Kelley's innovative curriculum and personal approach allow its graduates to leverage their skills to create moments of opportunity that lead to momentum.

The branding investment has had a positive impact on the Kelley School's reputation worldwide over the last five years and delivered a return on investment that went beyond the programs targeted.

Marketing Investment

- \$12.5 million incremental
- \$18 million total

Yield

- **\$55.7 million** in incremental graduate tuition in just four graduate programs: Full-Time MBA, Online MBA,

Online MS, and full-time MS in Information Systems. The yield does not include "halo impact" tuition income from other programs.

Impact

Full-Time MBA: Despite a market decrease of 34%, applications up 16%; enrollments steady; GMAT up 11 points

Kelley Direct Online MBA: Enrollments up 61%; applications up 55%; GMAT average up 13 points

Kelley Direct Online MS: Enrollments up 139%; applications up 121%; GMAT average up 28 points

MS in Information Systems: Enrollments up 48%; applications up 69% since 2015

Undergraduate: Direct Admission enrollments up 99% overall, out-of-state admissions up 120%

Partnerships: Increased interest in the Kelley School of Business and new academic partnership agreements with Alliance Manchester Business School, Tsinghua School of Economics and Management, NFL Players Association, GE, Booz Allen Hamilton, and General Motors, among others.

MOMENTUM GOING FORWARD

As the Kelley School of Business nears its 100-year anniversary and looks to the future, we continue to focus on what sets us apart—our innovative “first mover” mindset, our personal and tailored approach to our students, and our dedication to creating connections for our students and communities that lead to momentum.

- Create new sources of **differentiation** for Kelley on the IUPUI campus—New Urban Business School model
- Improve **admission yield rates**, especially for Kelley on the IUPUI campus
- Capture more students in **+Kelley Programs** (4+1 programs)
- Strategically use **technology** to reduce pressure due to space constraints
- Increase **customized** graduate degree and nondegree **programs** for new target groups (physicians, nurses, educators, athletes)
- Increase student and faculty **diversity**
- Continue to invest in building the **Kelley brand** domestically and internationally
- Leverage new **partnership with edX** to reach a wider online audience
- Increase **global partnerships** with schools and corporations to reduce the negative impact of lower international student applications and enrollments
- Increase **alumni outreach** based on improved alumni life cycle and programmatic segmentation
- Grow **Kelley School of Business Executive Education** programs
- Continue to inform and engage Kelley **staff** and invest in their personal and professional development



PROFESSIONAL AND SUPPORT STAFF

Staff Development and Engagement

With 16 programs and nearly 12,000 students spread over two campuses and online, the Kelley School of Business simply couldn't provide the high level of programming and services to our students, alumni, and communities without a dedicated and hardworking professional and support staff.

The Kelley School values its staff members and has developed new initiatives over the past few years to keep them informed and engaged, give them opportunities to grow professionally and personally, and let them know their work is appreciated.

While the Kelley School staff has grown over the last five years, Kelley's enrollment and portfolio has grown faster, making its professional and support staff members among the most efficient at Indiana University. The student:staff ratio at Kelley is 33, compared to an average of 25 students per staff member at other IU Bloomington degree-granting schools. At Kelley Indianapolis, the student:staff ratio is 29.

"I felt appreciated and invested in during the MOMENTUM Conference. The lunch talk inspired me, and the sessions gave me an opportunity to learn from talented peers, to meet other Kelleys, and to directly interact on teams with folks I never get to work with."

—**Kailee Cooper**, Assistant to Department Chair, Operations & Decision Technologies



Kelley Indianapolis Staff is SET

Kelley Indianapolis created a Staff Engagement Team in 2017 that plans special events and projects throughout the year.

The SET team includes staff members from various programs and other units. The biggest event they organize is the annual all-staff retreat and picnic, a daylong event featuring team development information and activities, a personal development component such as a presentation from Healthy IU, games, and a picnic lunch.

SET also organizes special "Break Rooms" during Fall and Spring breaks when most of the students and faculty are gone. Staff members are encouraged to take a little time to relax and reconnect with their co-workers and share a snack, work a puzzle, or answer trivia questions.

In addition, SET organizes projects in which staff can show off their Kelley pride. At the staff retreat, for example, the team gave out magnets displaying a word cloud made up of the words staff members found to be the most inspiring from Kelley's mission statement.

BLOOMINGTON

	Fall 2014	Fall 2015	Fall 2016	Fall 2017	Fall 2018
Professional Staff	179	204	209	220	226
Support Staff	79	86	82	84	79
Total	258	290	291	304	305

INDIANAPOLIS

	Fall 2014	Fall 2015	Fall 2016	Fall 2017	Fall 2018
Professional Staff	30	33	37	37	36
Support Staff	14	15	16	14	15
Total	44	48	53	51	51

Kelley Bloomington Staff Engagement Initiatives

About 71% of Kelley staff completed the My Voice at IU survey administered by Gallup in fall 2017. Guided by survey results, a strategic planning team made up of unit directors at Kelley used subsequent staff surveys and feedback after events to create meaningful opportunities to engage staff in a variety of ways, large and small. Many of those initiatives were implemented in 2018–2019.

- **We Are Kelley e-newsletter**

A monthly, staff-driven newsletter, overseen by a committee with representatives from each of the school's major units. It features multimedia spotlights on the people and programs within the school. In addition to helping spread awareness about events and collect input from staff via surveys, it offers staff a creative way to share and learn more about each other.

- **MOMENTUM Conference**

An annual one-day, off-site conference for Kelley staff that focuses on personal and professional development. With the support of faculty and unit directors, staff are encouraged to attend, network, and learn from a variety of educational sessions on topics such as navigating generational differences, creative thinking, conflict management, personal finance, and the Kelley brand.

- **Twice-annual updates from Dean Kesner**

Presented to staff by Dean Kesner in the spring and fall with accompanying question and answer sessions, these events

help staff connect their work to the mission of the Kelley School. Staff are invited to the State of the School Address in the spring and the Strategy Info Session in the fall.

- **Increased training opportunities**

More skill development opportunities are being made available to staff, based on what they're interested in: Excel, PowerPoint, Photoshop, and Zoom video conferencing.

- **Kelley Wellness**

The staff-run program was revived to help emphasize physical and mental health while providing a service to the community. The program committee has hosted several events and activities, such as a Saturday dog walk, a water-drinking challenge, a donation drive for Monroe County United Ministries, and a healthy lunch potluck.

- **Kelley Staff Clubs**

Kelley has seven staff clubs developed and led by staff volunteers: Book Club, Board Game Club, Cookbook Club, Hiking Club, Knitting Club, Wine Tasting Club, and a group for Parents of Young Children. Some meet during the lunch hour, while others meet after hours. Participation ranges from 5 to 24 people.

- **Third Thursdays**

Themed breaks are hosted each month that allow staff to do something fun away from the office. Staff is invited to have a snack, meet co-workers, and enjoy time together.

What's Next

- **Onboarding Committee**

An ad hoc committee was created in the summer of 2019 and tasked with developing an onboarding protocol to welcome staff members in a broader way, make sure they feel connected beyond their unit, and help them understand the Kelley brand from the start.

- **Staff Ambassadors**

More than 30 staff members volunteered to be Staff Ambassadors. They will be paired with new hires outside of their unit to welcome them and check in with them at certain benchmarks during their first year to help ensure it's a good one.

- **Continuous Feedback System**

Kelley created and is testing an online feedback system aimed at encouraging and enhancing conversations about performance. The system, which will be tested in fall 2019, keeps track of goals, accomplishments, coaching feedback, and kudos from others. It is expected to roll out in early 2020.

PROGRAMS, DEPARTMENTS, OFFICES



Kelley Bloomington

Programs

- Undergraduate
- Full-Time MBA
- Graduate Accounting
- Graduate Finance
- Information Systems Graduate Program
- Kelley Direct Online Programs
- Executive Degree Programs
- Doctoral
- Executive Education (affiliated)

Departments

- Accounting
- Business Economics & Public Policy
- Business Law & Ethics
- Finance
- Management & Entrepreneurship
- Marketing
- Operations & Decision Technologies
- Communication, Professional, & Computers Skills

Offices

- Business Office
- Facilities Operations and Services
- Graduate Career Services
- Information Technology
- Office of the Dean
- Office of Development and Engagement
- Office of Marketing and Communications
- Security Operations and Services
- Undergraduate Career Services



Kelley Indianapolis

Programs

- Undergraduate
- Evening MBA
- Graduate Accounting
- Physician MBA

Offices

- Academic Services
- Administrative & Fiscal Affairs
- Career Services
- Development
- External Affairs
- Technology

ENROLLMENT BY PROGRAM

BL-UNDERGRADUATE

	2018	2017	2016	2015	2014
Beginners	1746	1655	1472	1479	1239
# Women	593	540	521	519	406
# URM	205	193	179	141	108
# Intl	102	110	120	135	78
# Indiana	522	440	426	456	397
All Cohorts	7518	7248	6873	6239	5504

BL-MS IN ACCOUNTING

	2018	2017	2016	2015	2014
Beginners	66	34	42	51	52
# Women	35	18	22	26	24
# URM	9	3	5	0	1
# Intl	22	16	13	24	16
# Indiana	18	7	13	21	18
All Cohorts	72	38	46	58	62

BL-KELLEY DIRECT ONLINE MS

	2018	2017	2016	2015	2014
Beginners	91	79	78	99	75
# Women	18	17	17	22	16
# URM	6	14	12	22	10
# Intl	12	12	9	11	10
# Indiana	20	18	15	17	13
All Cohorts	222	198	171	158	141

BL-EXECUTIVE DEGREE PROGRAMS MS

	2018	2017	2016	2015	2014
Beginners	95	65	36	35	47
# Women	24	25	9	7	10
# URM	46	41	15	20	9
# Intl	46	31	5	10	6
# Indiana	6	8	8	2	6
All Cohorts	152	121	93	84	100

IN-MS IN ACCOUNTING

	2018	2017	2016	2015	2014
Beginners	46	44	59	79	75
# Women	24	24	27	42	30
# URM	4	4	5	7	5
# Intl	16	11	22	21	27
# Indiana	37	30	34	55	47
All Cohorts	122	135	131	170	168

BL-FULL-TIME MBA

	2018	2017	2016	2015	2014
Beginners	184	204	185	186	186
# Women	64	59	56	54	59
# URM	17	29	14	11	21
# Intl	66	61	67	67	65
# Indiana	17	20	24	25	23
All Cohorts	388	392	371	372	391

BL-MS IN INFORMATION SYSTEMS

	2018	2017	2016	2015	2014
Beginners	129	128	115	87	100
# Women	53	47	44	38	42
# URM	7	12	4	3	6
# Intl	43	50	56	52	57
# Indiana	58	58	41	28	28
All Cohorts	166	169	141	113	142

BL-DOCTORAL PROGRAM

	2018	2017	2016	2015	2014
Beginners	19	13	9	12	11
# Women*	30	30	26	28	41
# URM*	2	0	1	1	2
# Intl*	45	40	36	38	61
# Indiana*	4	7	-	-	-
All Cohorts	70	63	58	68	68

IN-UNDERGRADUATE

	2018	2017	2016	2015	2014
Beginners	148	147	120	111	114
# Women	54	59	46	51	39
# URM	13	16	18	18	17
# Intl	0	0	1	3	2
# Indiana	125	136	111	108	105
All Cohorts	1188	1211	1223	1211	1138

IN-BUSINESS OF MEDICINE PHYSICIAN MBA

	2018	2017	2016	2015	2014
Beginners	44	42	44	39	36
# Women	15	9	13	10	6
# URM	18	22	21	15	5
# Intl	3	4	15	4	2
# Indiana	23	21	27	14	22
All Cohorts	85	85	82	72	69

BL-3/2 MBA IN ACCOUNTING

	2018	2017	2016	2015	2014
Beginners	48	56	40	42	49
# Women	12	13	8	16	14
# URM	1	2	3	1	4
# Intl	5	9	7	8	6
# Indiana	17	22	16	18	20
All Cohorts	104	96	82	92	93

BL-KELLEY DIRECT ONLINE MBA

	2018	2017	2016	2015	2014
Beginners	338	362	280	323	276
# Women	77	101	71	98	58
# URM	33	28	26	62	43
# Intl	34	34	25	49	35
# Indiana	35	47	38	37	36
All Cohorts	771	773	661	665	578

BL-EXECUTIVE DEGREE PROGRAMS MBA

	2018	2017	2016	2015	2014
Beginners	157	140	129	106	124
# Women	43	42	26	27	19
# URM	55	40	35	49	48
# Intl	33	32	43	34	35
# Indiana	24	20	11	4	11
All Cohorts	597	594	595	517	474

IN-EVENING MBA

	2018	2017	2016	2015	2014
Beginners	63	68	61	62	62
# Women	15	13	9	14	11
# URM	5	8	5	3	5
# Intl	18	22	23	25	25
# Indiana	45	64	58	49	58
All Cohorts	288	294	294	308	298

BL-MS IN FINANCE

Kelley's residential MS in Finance launched in the summer of 2018 with 16 students, including 4 women, 3 URM students, 4 international students, and 5 students from Indiana. The 30-credit, 11-month program is expected to double its enrollment in 2019.

**Across all cohorts*



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