



INDIANA UNIVERSITY

# ANNUAL REPORT 2023–24

PUBLIC POLICY INSTITUTE



# TABLE OF CONTENTS

<b>Message from the director</b> .....	<b>3</b>
Mission .....	3
Value proposition .....	3
Work with us .....	3
<b>About PPI</b> .....	<b>4</b>
History of the institute .....	4
PPI team .....	4
Board of advisors .....	4
<b>Our work</b> .....	<b>5</b>
<b>Public Policy Institute</b> .....	<b>5</b>
Indiana traffic safety analysis and reporting .....	5
Analysis of rural transportation conditions .....	5
Indianapolis Symphony Orchestra economic impact analysis .....	5
Indianapolis Motor Speedway economic impact analysis .....	5
<b>Center for Research on Inclusion and Social Policy / Center for     Health and Justice Research</b> .....	<b>5</b>
<b>Manufacturing Policy Initiative</b> .....	<b>6</b>
<b>2024 Indiana Gubernatorial Forum: Your voices, your future</b> ....	<b>7</b>
<b>Staff development</b> .....	<b>8</b>
<b>Student research experience</b> .....	<b>9</b>
<b>2023—24 financial summary</b> .....	<b>10</b>
<b>Message from the O'Neill School dean</b> .....	<b>11</b>

## MISSION STATEMENT

To produce unbiased, high-quality research, analyses, and policy guidance to promote positive change and improve the quality of life in communities across Indiana and the nation.

## VALUE PROPOSITION

With no agenda other than helping leaders, citizens, businesses, and organizations solve problems, seize opportunities, and effect positive change, our expert team can address a wide range of issues and deliver data and insights needed to make informed decisions.

## WORK WITH US

PPI offers policy analysis, program evaluation, dialogue facilitation, and long-term planning to clients from the public, private, civic, academic, and nonprofit sectors. We combine academic resources and marketplace experience to identify challenges and opportunities, gather data, and uncover best practices to walk our clients through the decision-making process—all without bias or agenda.

## A message from the director



**Tom Guevara**  
*Director, Public Policy Institute*

Dear PPI Stakeholder,

I am pleased to present this annual report of the Indiana University Public Policy Institute (PPI). It covers our notable activities, accomplishments, and organizational improvements for the 2023–24 fiscal year (July 1, 2023, to June 30, 2024).

2024 was a busy year, not only for the way the year began, but also because it was a major election year, during which the citizens of our state elected a new governor, candidates for the state legislature, and many local government offices. And for the fourth time since 2012, PPI produced a successful gubernatorial candidates forum. We created a recorded interview of each of the three major party candidates (Democratic, Libertarian, and Republican) and posted their answers to our questions online for voters to see and compare. The results were among the most watched videos on the O'Neill School YouTube channel ever!

Our talented staff worked on a range of projects that served the nonprofit, public, and private sectors. In each project, however, a commonality exists—impact on communities. Our projects have and continue to focus on how organizations impact the communities they serve. For example, we completed a project for the Indianapolis Motor Speedway (IMS) that estimated the economic contribution of all the events and venues IMS operates, including the world-famous Indianapolis 500.

PPI also began and continues a partnership project with the Purdue Center for Regional Development to evaluate the economic contributions of the first \$500 million round of Indiana Regional Economic Acceleration and Development Initiative (READI) grants, funding nearly 500 quality-of-life projects across the state of Indiana.

PPI also completed or continued work on nearly two dozen projects over the last year for state agencies, local government, and nonprofit organizations. For each project, PPI addresses client challenges such as evaluating program implementation, program effectiveness, and impact. A sample of those projects follows in this report. They highlight how PPI impacts organizations by clarifying their contributions to our community.

Sincerely,

A handwritten signature in black ink that reads "Tom Guevara". The signature is fluid and cursive, with a long horizontal stroke at the end.

**Tom Guevara**, Director  
Indiana University Public Policy Institute



## History of the institute

The Indiana University Public Policy Institute was established in August 1992 as the Center for Urban Policy and the Environment (CUPE) with the goal of leading applied research through the School of Public and Environmental Affairs. In 2008, Indiana University shifted CUPE's mission to serve as an umbrella organization for research centers affiliated with the school and renamed the center the IU Public Policy Institute. PPI is now celebrating its 30th year of providing data-driven applied research, analysis, and guidance that is objective, insightful, and nonpartisan.

The Center for Criminal Justice Research (CCJR), also created in 2008, was established to reflect PPI's growing expertise in public safety issues. A decade later, CCJR was renamed the **Center for Health and Justice Research**.

In 2018, the **Center for Research on Inclusion and Social Policy** (CRISP) was created to examine systemic issues at the intersection of social policy and equity, with the goal of helping leaders and residents make informed decisions about those issues. CRISP's mission is to analyze and disseminate community-relevant research about social disparities and complex policy issues.

And in the fall of 2021, PPI added the **Manufacturing Policy Initiative** to its family of specialized research centers. MPI studies the challenges facing the U.S. manufacturing sector and identifies policy options for enhancing this vital component of the U.S. economy.

PPI also houses the **Center for Civic Literacy**, which examines the causes and effects of Americans' low levels of civic knowledge. It also promotes tools to help educators and others improve civic understanding.

## PPI team

### Center directors

- Sameeksha Desai, Ph.D., Director, Manufacturing Policy Initiative; Associate Professor, Paul H. O'Neill School of Public and Environmental Affairs
- Tom Guevara, Director, Indiana University Public Policy Institute

## Staff

- Nidhi Arun, CRISP Program Analyst
- Brendan Bow, CRISP Policy Analyst
- Tierra Brooks, CRISP Program Analyst
- Drew Klacik, Senior Policy Analyst (part-time)
- Claire Menard, Graphic Designer
- Rebecca Nannery, Senior Policy Analyst
- Jamie Palmer, Senior Policy Analyst
- Rachel Pena, CRISP Program Analyst
- Lee Ruess, Program Analyst
- Kristi Schultz, CRISP Policy Analyst
- Susan Sprague, Project Management Coordinator
- Elizabeth Thuranira, CRISP Program Analyst
- Elizabeth Van Allen, Technical Writer

## Board of Advisors

The IU Public Policy Institute Board of Advisors provides guidance to the director on strategic direction, including initiatives and focus areas. Board members serve as advocates and ambassadors for PPI, utilizing their community connections to enhance and promote PPI's public image. Board members also identify opportunities to secure financial resources and partnerships necessary for PPI to advance its mission.

- Claudia Cummings, President and CEO, Indiana Philanthropy Alliance
- John R. Fernandez, Global Chief Innovation Officer, Dentons
- Mark Fisher, Chief Executive Officer, Indiana Association of Realtors
- Amy Mack, Chief Executive Officer, Institute of Functional Medicine
- Joanna Taft, Executive Director, Harrison Center for the Arts

## Ex-officio members

- Siân Mooney, Dean, Paul H. O'Neill School of Public and Environmental Affairs, Indiana University
- Jeremy Carter, Executive Associate Dean, Paul H. O'Neill School of Public and Environmental Affairs, IU Indianapolis
- Brad Heim, Executive Associate Dean, Paul H. O'Neill School of Public and Environmental Affairs, IU Bloomington

## Public Policy Institute

### Indiana traffic safety analysis and reporting

For the 18th year, PPI analyzed state vehicle crash data from the Indiana State Police's Automated Reporting Information Exchange System. The Indiana Criminal Justice Institute sponsors the project. Research findings are compiled in two reports—Indiana Crash Facts and Indiana County Profiles. These books contain data and analyses on every crash reported in Indiana's counties and address a variety of subtopics, including problem identification, collisions, motorcycles, impaired driving, speed-related collisions, seat belt and other safety equipment use, non-motorists, young drivers, and children.

### Analysis of rural transportation conditions

The Indiana Soybean Alliance (ISA) and the Indiana Corn Marketing Council (ICMC) commissioned PPI to analyze the progress Indiana counties are making in addressing county road and bridge needs. The research team analyzed rural road and bridge conditions, plus infrastructure revenue and spending. The most current effort marked the third year that data for all counties was available, allowing the analysis of short-term trends. This project marks the seventh collaboration between ISA, ICMC, and PPI.

### Indianapolis Symphony Orchestra economic impact analysis

The Indianapolis Symphony Orchestra (ISO) commissioned PPI to analyze the organization's economic contributions to the Greater Indianapolis area. Using annual budget data, ticket holder zip codes, and a survey of concert attendees at the Hilbert Circle Theatre and Symphony on the Prairie, PPI researchers found that ISO contributed a total \$37.2 million to the Indianapolis economy in fiscal year 2023. ISO direct and indirect spending accounted for \$32.6 million of this sum, while ISO concertgoers spent an estimated \$5.6 million in the local area before and after the events. Each \$100 in patron contributions resulted in \$354 in economic activity connected to ISO events and operations and \$30 in visitor spending. ISO will communicate these results to donors in a capital campaign in 2025.

### Indianapolis Motor Speedway economic impact analysis

The Indianapolis Motor Speedway (IMS) commissioned PPI to conduct an analysis of its economic contribution to Indiana. Using IMS-supplied data and a survey of attendee behavior and expenditures, PPI researchers found that the total economic contribution of IMS between June 2022 and May 2023 was \$1 billion. IMS activities generated \$972 million in direct and indirect economic impact, and in-state visitor and spin-off spending in the Indianapolis area before and after race attendance accounted for the remaining \$86 million. Half of the economic impact, or \$480 million, was generated during the Month of May, which includes the Indianapolis 500 race.

### Center for Research on Inclusion and Social Policy / Center for Health and Justice Research

In 2020, the U.S. Department of Justice, Bureau of Justice Assistance awarded the Indianapolis Office of Public Health and Safety (OPHS) a Second Chance Act Innovative Reentry Initiative (IRI) grant to build capacity and partnerships, deliver services, prevent recidivism, and improve public safety in Indianapolis and Marion County. OPHS selected O'Neill School faculty and the Center for Research on Inclusion and Social Policy (CRISP) and the Center for Health and Justice Research (CHJR) staff to evaluate the initiative, which wound down in the second half of fiscal year 2023–24. Researchers will use the study findings to make recommendations for improving the outcomes and experiences for individuals participating in work release in Marion County.

CHJR and CRISP staff have been the evaluators of a five-year First Responders-Comprehensive Addiction and Recovery Act grant focused on providing naloxone doses to first responders in Indiana who administer them to individuals who have overdosed on opioids. The Indiana Department of Health (IDOH) distributes the naloxone kits. A card supplied in each kit directs first responders who administer naloxone doses to an online survey. The survey captures information about each administration, including whether the naloxone revived the person. CHJR/CRISP analysts update IDOH regularly on the results of this survey, and IDOH shares these results with the federal Substance Abuse and Mental Health Services Administration.

CRISP researchers completed their qualitative analysis of Indianapolis American Rescue Plan Act grant funding to organizations working to address the root causes of crime in neighborhoods across the city. CRISP designed the study to explore how these organizations define success and to identify what factors help or prevent them from achieving their goals. The researchers summarized these findings in a series of reports delivered to the Indianapolis Office of Public Health and Safety.

CRISP researchers continued their work with The Indianapolis Foundation to support Elevation Grant Program recipients. The program seeks to address the root causes of crime in neighborhoods across Indianapolis by ensuring communities are resilient, safe, abundant, and peaceful. CRISP staff hosted two-day data workshops to help grassroots organizations develop data logic models, collection plans, and tools. For the first two rounds of the program, CRISP staff performed data analysis and reporting for grantees and presented findings to The Indianapolis Foundation and city of Indianapolis leadership.

In early 2024, the Center for Health Justice Research concluded a study with its partner Myers & Stauffer to examine the costs and benefits of a pilot needle exchange program on behalf of the Indianapolis Health and Hospital Corporation. This study examined the costs associated with providing intravenous drug users with access to clean needles and the public health cost savings related to reductions in communicable diseases, acute medical interventions, and deaths.

### **Manufacturing Policy Initiative**

Indiana University (IU) is investing at least \$111 million (including a \$4 million READI 2.0 allocation) to create a hub—the IU Microelectronics (ME) Core Facility associated with the IU Center for Reliable and Trusted Electronics (IU CREATE)—for designing and testing radiation-hardened microelectronics. Microelectronics for space, automotive, and power applications will be developed and tested. The Manufacturing Policy Initiative (MPI) is working on the policy and workforce development dimensions of the project. To enable IU to train students to meet the needs of its industry and government partners, MPI also is addressing policy issues to improve

opportunities for innovation and build the talent pipeline for this crucial sector of the state's economy.

The COVID-19 pandemic revealed the crucial role of the U.S. healthcare supply chain—and its vulnerabilities. The National Association of Manufacturers (NAM) engaged MPI to investigate lessons learned from the pandemic and how to strengthen resilience in healthcare manufacturing. NAM will use MPI's findings to ensure manufacturers can adapt quickly and take advantage of new opportunities when supply chain disruptions strike.

The Manufacturing Policy Initiative (MPI) continues to track entrepreneurship in U.S. manufacturing with its quarterly online publication Manufacturing Policy Insights. MPI researchers compile and analyze the number of new business applications for each quarter and compare those statistics over time, using graphics and brief text. Insights is a useful and ready reference for anyone who needs to understand economic manufacturing entrepreneurship trends.

## 2024 Indiana Gubernatorial Forum: Your voices, your future

The Public Policy Institute has hosted gubernatorial forums every four years since 2012. The 2024 Indiana Gubernatorial Forum was the fourth such effort.

The PPI staff began preparations for the 2024 forum early in the year. The staff established the forum theme and selected seven key issues facing Indiana for a series of policy briefs—housing, childcare, workforce development, economic innovation, healthcare, community resiliency, and confidence in institutions. The team engaged experts—including many from Indiana University—to develop each brief. The team also engaged students to prepare three additional briefs and increase involvement in forum activities.

The effort culminated later in the year with the release of the forum, the policy and student briefs, and the student survey results. On September 6, 2024, PPI Director Tom Guevara recorded interviews with the three candidates for Indiana governor—Senator Mike Braun (R), Jennifer McCormick (D), and Donald Rainwater (L). PPI released the forum interview recording on September 23, 2024. The policy and student briefs were published between September 30, 2024, and October 18, 2024. PPI also released student policy survey results before the election.

### 2024 Gubernatorial policy brief experts

#### Housing

Andrew Bradley, Senior Director of Policy and Strategy, Prosperity Indiana

#### Childcare

Jonathan Dilley, Early Learning Indiana  
Melissa Fry, Applied Research and Education Center, Indiana University Southeast

#### Workforce development

Philip Powell, Indiana Business Research Center, Indiana University

#### Economic innovation

Tom Guevara, Indiana University Public Policy Institute  
Sameeksha Desai, Indiana University Manufacturing Policy Initiative

David B. Audretsch, Indiana University Institute for Development Strategies

#### Healthcare

Unai Miguel Andres, Indiana University School of Medicine  
Cydney McGuire, Paul H. O'Neill School of Public and Environmental Affairs, Indiana University  
Whitley Wynns, Indiana University School of Medicine

#### Community resiliency

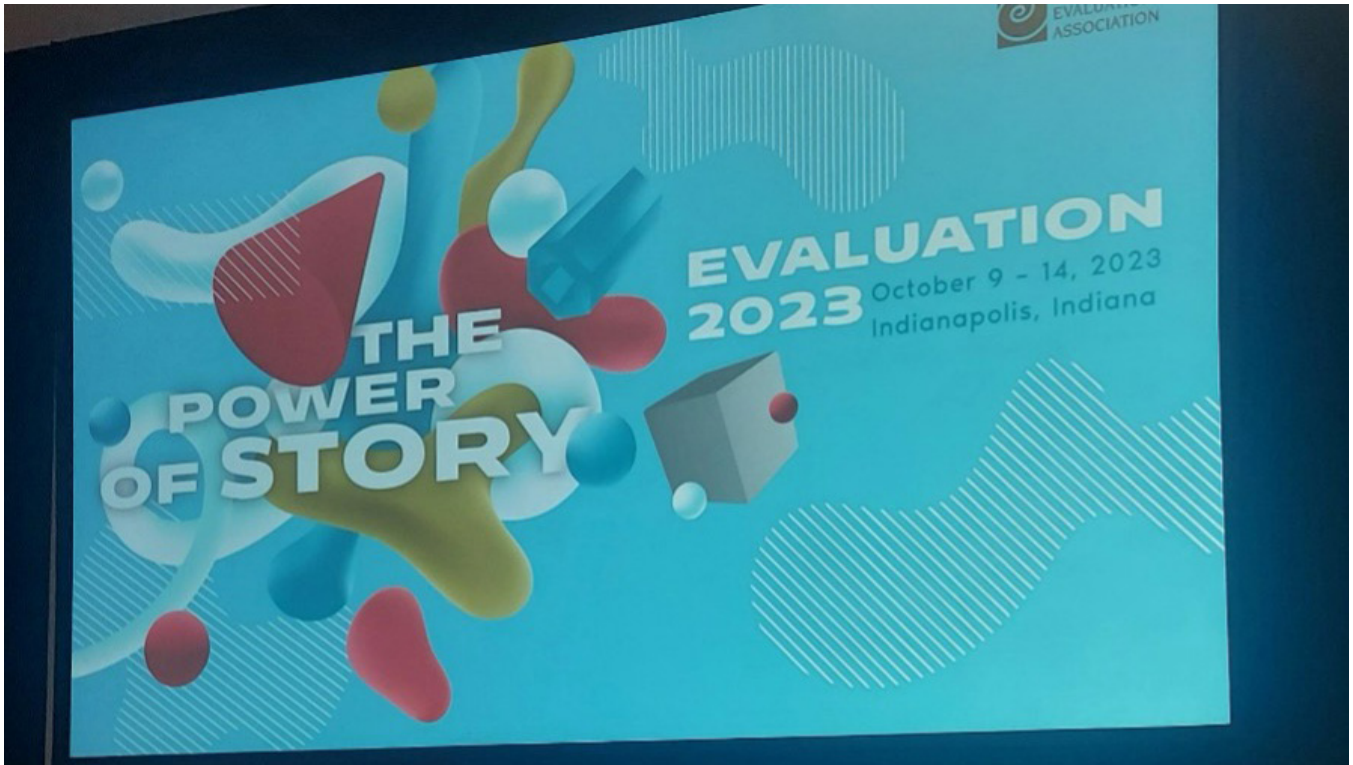
Sarah Mincey, Environmental Resilience Institute, Indiana University  
Gabriel Filippelli, Environmental Resilience Institute, Indiana University  
Bill Brown, Environmental Resilience Institute, Indiana University  
Therese Dorau, Environmental Resilience Institute, Indiana University  
Courtney Page-Tan, Paul H. O'Neill School of Public and Environmental Affairs, Indiana University  
Amrou Awaysheh, Kelley School of Business, Indiana University

#### Confidence in institutions

David Bodenhamer, The Polis Center (emeritus), Indiana University  
Tom Guevara, Indiana University Public Policy Institute  
James Perry, Paul H. O'Neill School of Public and Environmental Affairs (emeritus), Indiana University

#### Student brief authors—Homelessness, Food Insecurity, and LGBTQ+

Hannah Mullin, Center for Research in Inclusion and Social Policy, PPI  
Cecilia Gomez, Center for Research in Inclusion and Social Policy, PPI  
Sreemayi Rapolu, Center for Research in Inclusion and Social Policy, PPI  
Marissa Eckert, Center for Research in Inclusion and Social Policy, PPI  
Ted Deitz, Center for Research in Inclusion and Social Policy, PPI  
Cheyenne Morris, Center for Research in Inclusion and Social Policy, PPI



*AEA 2023 conference theme: The Power of Story*

### **American Evaluation Association 2023 Conference**

Members of the PPI and CRISP teams attended the annual American Evaluation Association conference in October 2023, held in downtown Indianapolis. The theme for the 2023 AEA conference was “The Power of Story.” Staff enjoyed attending diverse panels and workshops centered around building research and evaluation skills. They also learned how to leverage data to tell stories and help community partners communicate program impact more effectively.



*From left to right: CRISP analysts Brendan Bow, Nidhi Arun, and Kristi Schultz attend the AEA conference*



## Student research assistants

During the 2023–24 fiscal year, PPI and CRISP collaborated with four student research assistants (RAs) representing the Indiana University School of Social Work; the Luddy School of Informatics, Computing, and Engineering; and the Herron School of Art and Design. These RAs worked alongside the PPI and CRISP teams. They engaged in data collection, analysis, and reporting for several projects. RAs participated in qualitative analysis for American Rescue Plan Act (ARPA) reports and Indiana Family and Social Services Administration (FSSA) listening session reports. They assisted CRISP staff with survey and interview protocol creation and preparation for in-person data retreats. They also engaged in a variety of critical data cleaning and management tasks.

Also, four students provided research assistance to MPI through entrepreneurship classes at the O’Neill School in Bloomington. Another MPI research assistant examined issues related to small manufacturers’ access to various programs, supports, and competitive challenges.

RAs learned techniques for data use across disciplines, allowing them to flourish in a variety of fields after graduation.



**Hannah Mullin, Clinical Research Specialist, School of Science, IU Indianapolis**

“My time at the Public Policy Institute was instrumental in my academic and professional development. During my tenure as a research assistant at CRISP, I had so many opportunities

to learn and grow, such as coauthoring policy briefs, designing a program evaluation plan, and working with CRISP staff on various community projects. I gained the skills and the confidence necessary to be successful in the fields of policy analysis and program evaluation. I am incredibly grateful for the mentorship offered by the PPI team.”



**Cecilia Gomez, Latinx Student Specialist, Multicultural Center, Division of Diversity, Equity & Inclusion, IU Indianapolis**

“Thanks to my experience at CRISP, I grew a great passion for evaluation and data analysis.

The hands-on opportunities that I got working with the community, deciphering data, and identifying themes in our analyses developed my confidence in research that I use now to develop impactful programming for Latine students at IU Indianapolis. With the skills I gained at CRISP, I can develop program models and strategic plans with a clear and concise evaluation plan. I know how to develop insightful evaluation questions and tools to refine my interventions and make our campus more welcoming to Latine students. I am grateful for the hands-on opportunities I gained at CRISP because deciphering stories through data is now one of my favorite parts of my position. It’s a great gift to have the research skills necessary to reflect the impact of my work through data collection and analysis.”

## Financial summary

For fiscal year 2024, PPI generated just under \$1.6 million in grant and contract revenue, or about 3.3% less than in 2023, before adjustments to income, including indirect cost allocation revenue sharing and non-operating adjustments. All PPI centers completed projects and generated revenue. Our centers' revenue-generating clients included state and local agencies, nonprofit organizations, and private sector clients.

Although top-line revenue was down slightly from the prior year, operating expenses also were lower, totaling \$1.7 million—or nearly 5% lower than in 2023. The difference between operating revenues and expenses represents continuing progress on PPI's part to increase individual project revenues—that is, fees received for client work while controlling operating expenses.

Although PPI also incurs other university and campus expenses and shares its indirect cost recovery revenue with Indiana University and the O'Neill School, balancing annual operating revenues and costs as closely as possible is important for maintaining long-term financial sustainability. We will continue to seek financial balance in our operations to minimize the need for operational subsidies from our operating endowment balances.

## MESSAGE FROM THE DEAN



In 2023, Indiana University released its strategic plan to move our university forward during the next several years. Three major pillars comprise the plan, including one that specifically speaks to the work of our Public Policy Institute, namely, “Service to our State and Beyond.” With this pillar, the university intends to “improve the lives of people and the economic vitality of Indiana and beyond through timely education, research, innovation, economic development, community service, and engagement.”

Since its founding in 1992, PPI has provided service to the state and beyond. 2024 was no different. PPI has successfully worked with organizations serving the public interest, including the city of Indianapolis, multiple Indiana state government agencies, and numerous nonprofit organizations that are instrumental in addressing community needs in central Indiana and around the state.

I also am pleased to report that PPI is a place where many students engage in experiential learning that enables them to prepare for future careers serving the public good. Their engagement with PPI has allowed them to perform research and analysis affecting children’s academic development and achievement in under-resourced communities; analyze program effects on crime reduction; estimate statewide impacts of public economic

development investments; and participate in educating the public on important issues through the development of policy briefs addressing social issues, environment, childcare, and homelessness, to name a few.

Finally, PPI produced its fourth Indiana Gubernatorial Candidates Forum in 2024 to educate voters on key policy issues facing our state. Unlike debates, PPI director Tom Guevara recorded individual “fireside chat” interviews with the Democratic, Republican, and Libertarian candidates for Indiana governor, asking them each the same questions that PPI staff and O’Neill students developed. The resulting videos were among the most watched ever on the O’Neill School’s YouTube channel.

I am proud of the work undertaken by PPI staff and their contribution to the IU and O’Neill School strategies to extend the reach of our school in service to our state and beyond.

Sincerely,

**Siân Mooney**, Dean

Paul H. O’Neill School of Public and Environmental Affairs

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