

2010-2011 Herron School of Art

Section	Document Name
Fiscal Health	• HERR.pdf

Mission

The mission of Herron School of Art is to provide exceptional educational opportunities for college students committed to careers in the visual arts (i.e., ceramics, drawing, painting, printmaking, photography, sculpture, visual communication, woodworking design, art education, and art history), and for students enrolled in the community learning programs and the public as they seek greater understanding of the visual arts.

Herron School of Art and Design's curriculum and programs prepare graduates to become leaders in a world that requires a unique combination of creativity, conceptual skills and technical abilities. They are able to integrate rigorous studio and liberal arts coursework with professional practice and civic engagement in the form of community based projects, collaborations and internships.

Goals and Objectives

▶ Complete Sculpture & Ceramic Building Expansion



Campus Planning Theme: Teaching and Learning, Research, Scholarship and Creative Activity, Best Practices, Civic Engagement

Secondary Goals:

Sub Unit:

Time Frame: 2010-2011

Actions taken for 2010-2011:

- Worked with Ratio Architectural Firm to finalize the schematic and construction document phases.
- Bid packs have been released for review.

Evidence of Progress for 2010-2011:

- Secured over \$3.2 million in private support for the Sculpture and Ceramics expansion project

Activities planned for 2011-2012:

- Herron anticipates breaking ground on new construction to expand Herron's sculpture and ceramics facility on Indiana Avenue. The \$4 million addition will support the new graduate degrees and the public art program.
- Host a ground breaking ceremony and recognize donors to the project
- Place donor placards throughout facility where naming opportunities have been established

▶ Continue to develop Herron's national and international reputation

☑ Be recognized as a top quality professional school and a contributing force to the cultural and economic development of central Indiana. OBJECTIVES: Provide support and recognition for faculty research and creative activity / Offer high-quality graduate and undergraduate academic programs / Recruit more non-resident and international students / Host outstanding exhibitions in the Herron galleries and sculpture gardens / Host lectures by nationally and internationally recognized artists, designers, art critics and historians / Engage neighboring museums, cultural organizations and businesses in collaborative programming / Collaborate with cultural organizations to establish partnerships on the Indianapolis Cultural Trail

Campus Planning Theme: Teaching and Learning, Research, Scholarship and Creative Activity, Best Practices, Civic Engagement

Secondary Goals:

Sub Unit:

Time Frame: 2010-2011

Actions taken for 2010-2011:

- Herron faculty members earned \$351,618 in funding for research and creative activity through 29 individual competitive grants including 12 New Frontiers Faculty Research Grants funded by Lilly Endowment, Inc., and administered by the IU Office of the Vice Provost for Research and five IUPUI Arts and Humanities Grants. Promotes faculty recruitment, faculty hiring and faculty support.
- Developed proposal and received University approvals for New M.F.A. programs in the areas of Painting and Drawing, Photography and Intermedia, and Ceramics.
- Redesigned Herron website launched February 2011
- Redesigned newsletter launched December 2010
- Promotional emails were sent to the US News & World Report list of art school deans
- Taken a more proactive stance regarding social media networks
- Developed communication campaign directly targeting top administrators of Herron's *U.S. News & World Report* peer institutions
- Created Herron awareness advertising targeting readers of top circulation art world magazines—*Sculpture* and *Art News*
- Worked with faculty by program to develop a suite of low-cost cards for faculty to give at national/international conferences and speeches where they appear—to drive traffic to Herron's website and build brand recognition
- Touted faculty as subject matter experts for journalists to rely upon for expert opinion
- Began featuring blog posts from faculty
 - Print ads highlighting the Basile Center were placed in national publications
 - New Faculty Advisory Committee established to support Basile Center activities
 - International Artists Exhibited at the Herron Galleries: Daniel Jolliffe (Canada), William Dennisuk (Finland), Ivana Popov (Serbia)
 - Paula Katz, gallery director, and Vance Farrow, associate professor of drawing, led 12 students to London during spring break.
 - Anita Giddings, senior lecturer and coordinator, elective arts program, Jennifer Lee, associate professor of art history and associate dean for academic and student affairs, and Danielle Riede, assistant professor of painting, led 16 students on a four-week study-abroad trip throughout Italy.
 - Helen Sanematsu, assistant professor of visual communication design, presented an interactive installation at the Transatlantic Climate Bridge Week, a partnership through IUPUI and the German Embassy to foster relations between the scientific communities in Germany and the United States.
 - Lesley Baker, assistant professor of ceramics, exhibited "Fly on the Wall" in the Tampa Museum of Art as part of the National Council on Education for the Ceramic Arts Biennial Exhibition. The work was one of 45 selected from 1,900 pieces submitted. She was also selected to be an artist-in-residence at the Guldagergaard International Ceramic Research Center in Skaelskor, Denmark.
 - Danielle Riede, assistant professor of painting, created a site-specific installation for an annual international exhibition at Das SeeWer Sculpture Park in Moers, Germany.
 - Emily Engel, assistant professor of art history, presented "Handmaidens of the Nation: Female Portraits and Political Transition" at the 2010 Congress of the Latin American Studies Association in Toronto, Canada.
 - Anita Giddings, senior lecturer and coordinator, elective arts program, presented "Introducing Fine Art: The Role of Studio Classes for the Non-Art Major" at the Foundation in Art: Theory and Education (FATE) 2011 National Conference in St. Louis, Missouri.
 - Anila Agha, assistant professor of drawing, exhibited "Traveling Text" in Lahore, Pakistan, and "What Will Be: The Visual and Performing Arts for a Safe Planet" at Universidad Tecnológica De Cancun, Cancun, Mexico (diversity of faculty).
 - Lee Vander Kooi elected as member of national AIGA Design Educator Community Steering Committee
- Youngbok Hong and Helen Sanematsu taught during the summer at Yonsei-INDEX: Design to Improve Life Summer School (YIDSS); Visual Communication students attended also (diversity of faculty)
 - Youngbok Hong elected as a member of the future education committee, Korean government affiliated educational policy research institution.
 - Youngbok Hong contributed a chapter: Design for Creative Education to the book *Creativity for Future Education* to be

- Youngbok Hong contributed a chapter: Design for Creative Education to the book *Creativity for Future Education* to be published by Hakjisa, South Korea, November 2011
- Youngbok Hong's works: "What She Carries" and "Condensation" included in chapter IV Maternal Metaphors II, Doublebind" in the book, *The M Word: Real Mothers in Contemporary Art* published by Demeter Press May 2011
- Youngbok Hong lectured at South Korean venues: International Design Workshop hosted by Ulsan National Institute of Science and Technology; "Asking Eames again- What are the boundaries of design?", Kangwon National University; workshop titled "Getting Creative—Where does it start?" Samsung Group/South Korea.
- Three senior visual communication design students from Pamela Napier's Visual Communication class were selected to participate in the national portfolio show for the Art Director's Club in New York City; each year students from the top art and design schools in the nation are chosen to participate.
 - Faculty have developed combined studio/lecture international programming for students that allows multiple areas to work together in advancing Herron's international profile and educational opportunities.
 - Increased faculty support effort to promote the research of both faculty and students across the disciplines
 - U.S. News and World Report ranked Herron's graduate program 45th in the nation among more than 300 art and design schools.
 - The Eleanor Prest Reese and Robert B. Berkshire Galleries hosted six exhibitions featuring work by nationally prominent artists.
 - Herron faculty exhibited their work nationally and internationally, and presented at numerous professional conferences.
 - Collaborated with Indianapolis businesses on art and design projects created by students as part of the curriculum and professional practice.
 - Students participated in professional practice and community-based projects that receive significant local attention which are used to promote Herron nationally.
 - Faculty served on professional boards, community boards, and steering committees

Evidence of Progress for 2010-2011:

- Positive comments have been received by external constituents about Herron's website, and is a good tool for faculty recruitment that also shows diversity of faculty.
- Herron's Facebook fans have increased from 1,500 to 2,169
- Herron's Twitter followers have increased from 200 to 478

ISN&WR Recipients/

Delivered	Unique Opens	Total Opens
223/220	91/41.4%	332
221/219	63/28.8%	164
218/217	67/30.9%	168
218/216	57/26.4%	124

- Enrolling national and international graduate students who heard of us through magazine ads
- Herron faculty quoted in publications from the *Indianapolis Star* to the *New York Times* to *Huffington Post*
- Jean Robertson, professor of art history, along with Craig McDaniel, associate dean and professor of fine art, co-authored *Themes of Contemporary Art: Visual Art After 1980*; translated into Korean and published by Doosung Publishing Co., Ltd., in conjunction with Oxford University Press, 2011.
- Brian McCutcheon, Herron visiting lecturer in foundations, opened a major exhibit, *Out of This World*, commissioned by the Indianapolis Museum of Art.
- Lee Vander Kooi elected as member of national AIGA Design Educator Community Steering Committee
- Youngbok Hong and Helen Sanmatsu taught during the summer at Yonsei-INDEX: Design to Improve Life Summer School (YIDSS); VC students attended also
 - Youngbok Hong elected as a member of the future education committee, Korean government affiliated educational policy research institution.
 - Youngbok Hong contributed a chapter: Design for Creative Education to the book *Creativity for Future Education* to be published by Hakjisa, South Korea, November 2011
- Youngbok Hong's works: "What She Carries" and "Condensation" included in chapter IV Maternal Metaphors II, Doublebind" in the book, *The M Word: Real Mothers in Contemporary Art* published by Demeter Press May 2011
- Youngbok Hong lectured at South Korean venues: International Design Workshop hosted by Ulsan National Institute of Science and Technology; "Asking Eames again- What are the boundaries of design?", Kangwon National University; workshop titled "Getting Creative—Where does it start?" Samsung Group/South Korea.
 - Gallery Exhibitions hosted by Herron include
 - o 2010-2011 Main Gallery Exhibitions Included:
 - § Biennial Faculty Exhibition
 - § Notes to Nonself
 - § Undergraduate Student Exhibition
 - § Curious and Curiouser

- § MFA Exhibition
- § Dorit and Gerald Paul Collection, Robert B. Berkshire
- o 2010-2011 Marsh Gallery Select Exhibitions Included:
 - § Drifting Towards Another Winter (work by Craig McDaniel, Vance Farrow and Phil Tennant)
 - § Handled with Care (furniture)
 - § Epicenter: John Hitchcock
 - § Strange Rituals (organized by Holly Streekstra)
 - § Senior Drawing Exhibition
 - § Wishard Painting Competition Exhibition
- o 2010-2011 Basile Gallery Select Exhibitions Included:
 - § Aerospacial (curated by Flounder Lee)
 - § Lauren Kussro
 - § Screening of A Fire in My Belly by David Wojnarowicz
 - § Books Arts Exhibition
 - § Lesley Baker
 - § MFA Collaborative Practices Class
- o 2010-2011 Visiting Artists/Events Included:
 - § Rebecca Goodale
 - § Diane Christensen and Shoshanna Utchenik
 - § Brian Ulrich
 - § Screening of William Kentridge: Anything is Possible
 - § Charlie Woodman
 - § Polly Apfelbaum
 - § Wayne White
 - § Sarah Emerson
 - § Casey Riordan Millard
 - § William Dennisuk
 - § Daniel Jolliffe
 - § Ivana Popov
 - § John Hitchcock
 - § James Cuno (in conjunction with the Center for Teaching and Learning)
 - § Kevin Appel
- Sixteen students participated in Herron's study abroad program in Italy.
- Twelve students participated in a short course led by two Herron faculty members in London.
- Under the leadership of Associate Professor Vance Farrow, Herron's minority student group, Spectrum, exhibited artwork in the Cultural Arts Pavilion at the 40th annual Indiana Black Expo, an event attended by more than 240,000, and increase of 5 percent from last year (diversity of faculty, diversity of students).
- Associate Professor Vance Farrow co-directed a four-day workshop with Herron alumna Carol White prior to the Indiana Black Expo Summer Celebration in July 2011 (diversity of faculty).
- Attendance to our 2011 recruitment MFA Open House (November 12) was at an all time high with nearly 100 attendees. This reflects the addition of the three new media areas of Photography/Intermedia, Ceramics and Painting and Drawing. Also under Fine Arts, the new graduate program in Art therapy attracted a lot of interest in the beginning of this years inaugural recruitment cycle.
- Developed a new scholarship for Marwen students and hosted representatives from Marwen in an effort to promote Herron to Marwen students (diversity of students)
- Enrolled the largest number of new students we have had in the past 5 years (178 students "new to IU" students in the fall of 2011—in the past 5 years it has ranged from 149 to 166).
- Enrolled the largest number of out-of-state undergraduate scholarship recipients in the fall of 2011 since the inception of the program.

Activities planned for 2011-2012:

- Herron will break ground on new construction to expand Herron's sculpture and ceramics facility on Indiana Avenue. The \$3.2 million addition will support the new graduate degrees programs and the public art program
- Determine whether or not we get improved ranking with U.S. News & World Report and plan accordingly, continue cultivating top peer institution administrators through select messaging
- Target student advisors in key undergraduate art programs so they will refer their students to Herron for graduate study
- Continue strengthening Herron's social media strategy, which is in early implementation
- Continue seeking philanthropic support to endowed chairs and other funds which add to the prestige of a school
 - Develop a suite of recruitment materials to be sent to prospects and influencers
 - Find relevant online directories to have Herron listed in

- Recruit for new MFA programs in the areas of Painting and Drawing, Photography and Intermedia and Ceramics.
- Launch the new MA degree in Art Therapy in fall 2012
- Launch recruiting for first graduate students to enter Herron's new M.A. in Art Therapy program
- Utilize our new advisory council for the Basile Center to address the issue of national reputation
- Visual Communication faculty to attend National Portfolio Day in Chicago and New York City to establish Herron as a peer institution in these venues
- Jean Robertson, professor of art history, along with Craig McDaniel, associate dean and professor of fine art, co-chairs of Open Forms session panel, "No Talking Allowed: Making a Visual Argument about Art History," College Art Association's 100th Annual Conference, Los Angeles, California, Feb. 22-25, 2012.
- Jean Robertson, professor of art history, along with Craig McDaniel, associate dean and professor of fine art, co-authors, *Painting As a Language: Materials, Techniques, Form, Content*, Chinese translation to be published by Cengage Publishers, U.S. with Jiangsu Fine Arts Publishing House, China: forthcoming in 2012.
- Upcoming Gallery Exhibitions hosted by Herron include
 - § The New Naturalists: contemporary artists in the realm of natural history (early spring 2012)
 - § Couched Constructions (spring 2012)
 - § MFA Exhibition (late spring 2012)
 - § Collectors Exhibition (summer 2012)
 - § Biennial Faculty Show (late summer 2012)
 - § Papercuts (fall 2012)
 - § Undergraduate Student Show (fall 2012)
- Partner with the Kelly School of Business and the Law School to host a lecture and panel discussion for the Liebman Lecture.
- Invitation of the region's most recognized artists/educators to contribute to our visiting artist lecture series. By inviting the areas most recognized artist/educators the school hopes to inform the influence of these instructors when they are speaking to their respective undergraduate students about choosing graduate school.
- Attend National Portfolio Days and Graduate Portfolio Days and follow up with prospective students via email and invitations to open houses and information sessions.
- Continue strong follow-up with prospective students through email, Facebook, phone calls, campus visit promotion and invitations to student shows.
- Promote Herron's Public Art Program and the community collaborations and projects being executed by undergraduate and graduate students through the Basile Center for Art, Design and Public Life.
- Create a faculty research brochure for promotion and recruitment of the MFA degree programs
- Support faculty research initiatives through, travel grants, matching funds for IAHI grants, reduced teaching loads, press releases and other marketing initiatives.

► **Enhance the overall strength of Herron's undergraduate programs**

☑ **Be nationally recognized for high-quality undergraduate academic programs** OBJECTIVES: Prepare graduates for professional careers in art and design / Increase diversity and quality of academic programs / Attract more non-resident, international and minority students / Expand efforts to internationalize the curriculum / Identify and promote Herron's unique academic strengths / Develop a more effective means of tracking learning outcomes / Modify curriculum to keep pace with ongoing changes in the art and design professions / Focus on best practices in teaching studio art, art history, visual communication, and art education / Develop stronger connections and relationships with alumni

Campus Planning Theme: Teaching and Learning, Best Practices, Civic Engagement, Collaboration

Secondary Goals:

Sub Unit:

Time Frame: 2010-2011

Actions taken for 2010-2011:

- Two faculty-led programs to London, England and to multiple cities in Italy took place (including Rome, Florence, Assisi, Siena and Venice). A total of 28 students participated in the programs, with 14 students receiving scholarship support from the Fraser Travel endowment.
- Herron awarded \$202,625 in undergraduate scholarships and \$17,000 in study abroad scholarships.
- Three key faculty positions were filled with Department Chair of Visual Communication Design, Eva Roberts, Director of the Foundations Studies Reagan Furqueron, and the founding faculty member for the new Master of Art Therapy degree program,

Juliet King.

- Paula Katz, gallery director, and Vance Farrow, associate professor of drawing, led 12 students to London during spring break.
 - Anita Giddings, senior lecturer and coordinator, elective arts program, Jennifer Lee, associate professor of art history and associate dean for academic and student affairs, and Danielle Riede, assistant professor of painting, led 16 students on a four-week study-abroad trip throughout Italy.
 - Curricular changes were made to the B.F.A. degree in Visual Communication; these changes added additional elective options, thereby increasing flexibility of the degree to serve the educational needs of students majoring in V.C.
 - Initiation of summer coursework designed to provide additional support for sophomores who intend to major in Visual Communication who were in need of additional instruction to be better prepared to succeed at the junior level and advance through Sophomore Review
 - Hosted a Retreat for VC Faculty to discuss program goals; included discussions with Dean Eickmeier & Foundation Studies Director Reagan Furqueron
 - Added half-time student advising position in Student Services
 - Capstone course for Art History majors began in Spring 2011 using E-portfolio.
 - Associate Dean Jennifer Lee attended the 2010 Assessment Institute. Based on models learned, she will be suggesting ways for faculty to incorporate program assessment into sophomore review and senior thesis.
 - New assessments of student learning outcomes implemented in Sophomore Advancement Review for Fine Arts.
 - New assessments of Principles of Graduate Learning incorporated into semester reviews of Fine Arts M.F.A. students.
 - Refined eligibility requirements for Sophomore Advancement Review
 - Established a summer course for VC students deemed "probationary" at Sophomore Review to maintain progress toward graduation in 4 years.
 - Revised VC curriculum for sophomore year to facilitate 4-year graduation
 - Visual Communication curriculum was revised to allow students more flexibility to take studio electives and explore other majors within the school.
 - Herron students participated in Indiana Black Expo's Cultural Arts Pavilion for the seventh consecutive year. Herron contributions featured the work of the Spectrum Club, a faculty-mentored group that provides support to minority students.
 - Herron hosted 12 lectures by national and internationally significant artists, curators, designers, and art historians. Internationally renowned artist, Polly Apfelbaum was the 2010 Jane Fortune Outstanding Women Visiting Artist Lecturer.
 - Fundraising efforts for merit-based scholarships, RISE initiative, minority students and international travel programs have been successfully implemented.
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- Developed a classroom poster for high school art teachers in a five-state region
 - Hosted National Portfolio Day and supported attendance with posters, enews and cards and sent faculty and staff to attend additional NPDs armed with low-cost print materials for to hand out at these events to drive prospects to Herron Website
 - Developed a strategy to continue contact with interested students after open houses and other visits, such as personal invitations to Undergraduate Gallery Exhibition
 - Developed a series of videos of students speaking about their Herron experience for recruitment
 - Targeted Indiana high school art teachers with ads in Art Education Association of Indiana publications
 - Using Facebook as a means of building relationship with high school students
 - Established a new Book Arts minor to be open to Herron and all IUPUI students.
 - Sophomore Review Process was revised to increase the GPA for students going through review from 2.0 cumulative to 2.5 GPA.
 - Worked in partnership with IUPUI's Honors College throughout the year to represent Herron at Honors College events, tours and interview processes.
 - Continued to promote Herron House as an exciting option for on-campus housing for art students through email, postcards and recruitment events on and off campus.
 - Promoted Herron at the Marwen College Arts program in Chicago.
 - Mailed a general poster about Herron's undergraduate programs to high school art teachers in Indiana and the surrounding states.
 - Promoted Herron at Indianapolis' Scholastic Art and Writing Awards event at Clowes Hall through a scholarship presentation and booth.
 - Invited all prospective students to undergraduate student show in May 2011.
 - Attended National Portfolio Days in Vincennes, Cincinnati, Chicago, Milwaukee and Cleveland.

- Fine Arts Department evaluated the capstone curriculum for revision.
- Professional practice opportunities are provided for select undergraduate and all graduate students through the Basile Center for Art Design and Public Life
- The BFA Curriculum Committee is assessing the feasibility and benefits of 4 credit studio courses
- Faculty are reviewing the General Fine Arts degree requirements
- Implemented a very effective means of tracking PUL outcomes.
- Degree programs are focused on best practices in teaching studio art, art history, visual communication, and art education

Evidence of Progress for 2010-2011:

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- Successful move away from print to electronic media—strategy works as evidenced by uptick in web, other electronic media visits—in a typical month there are nearly 13K unique visits to our website, for example. Now more than 2000 Facebook followers—and 400 on Twitter—starting from zero. Many of them high school students.
- Videos are among our most popular modes of communication to undergraduates as we can tell by click-through rates—and are permanently housed in VIMEO.
- Record number of Rise and other undergraduate scholarships established.
- In Fall 2011 the Book Arts minor was accepted.
- All students passing Sophomore Review had at least a 2.5 cumulative GPA.
- Visual Communication students have reported the exposure to other disciplines is really enhancing their education as well as their design skills. (Fall 2011)
- Enrolled 2 new Bepko Scholars for the fall of 2011
- Opened for the first time an Honors Section for H101 due to the large number of students attending Herron who are also enrolled in the Honors College. There are 19 total at this time.
- Largest number of students for Herron House moved in in the fall of 2011
- Herron is a supporting member of the Foundations in Art Theory and Education. FATE is an organization that focuses specifically on first year curricula. Foundations faculty regularly attend FATE's professional conference.
- The Foundation Program at Herron continues to utilize a curriculum that works with an established list of core objectives for all first year courses.
- Foundation Program faculty members presented at national conferences: The 20th Annual School of Visual Arts National Conference on the Education of the Artist and Liberal Arts, The Mid-America College Art Association, Southeastern College Art Conference
- Faculty members are active in professional development and the scholarship of teaching and learning by attending workshops and conferences.
- The Visual Communication Department is working with the IUPUI Center for Service and Learning under the Engaged Department grant for Commitment to Excellence.
- The Basile Center for Art, Design and Public Life has successfully developed community partnerships to support undergraduate student projects in all academic programs in the school.

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Activities planned for 2011-2012:

- Undertake research, planning, and writing of Self-Study Report for Herron's Reaccreditation from National Schools of Art and Design
- IUPUI Program Review will be conducted for the Visual Communication Department
- Visual Communication to begin preparing for NASAD study / visit

- Launch search for one new Visual Communication tenure track faculty
- Visual Communication consolidation of sophomore courses / Type & Image 1 for F2011, Type & Image 2 for S2012
- Expand programming around recruitment open houses to include city and art scene info and more showing off of the campus, think about overnight guests new to IUPUI, not just day of event.
- Track increased response if any to see if invitations to Herron gallery shows keep interest alive
- Continue scholarship fundraising during final phase of impact campaign
- Sophomore Review will be converting to an electronic form this year utilizing Oncourse in preparation for converting the E-PDP in the near future. This will require students to post their materials and eventually to digitize their work. As an essential component of being a professional artist, we hope to require students to digitize their work into a portfolio space on the E-PDP. Phase one: using Oncourse in the Sophomore Review Process. Phase Two: Using the E-PDP in the X102 classes and requiring students to put up work, an artist statement, and resume. Phase Three: Utilize the E-PDP for Sophomore Review. This will NOT replace students presenting their physical work, but will allow them to be sure they have an online presence as an artist before entering their majors.
- Due to an increase in Honors students attracted to our school, the Art History department will establish two stand-alone Honors classes (H101 and H102).
- Continue to build upon relationship with Honors College and promote Herron as a destination school for students eligible to enroll in the Honors College.
- Continue to promote Herron House and enhance promotions through Facebook, email, and documentation of activities conducted by Herron House R.A.
- Accept applications from students from the Marwen program.
- Travel to high schools to present information about Herron and raise awareness.
- Attend National Portfolio Days and Graduate Portfolio Days and follow up with prospective students via email and invitations to open houses and information sessions.
- Attend DuPont Manual College and Career Day in Louisville Kentucky.
- Continue strong follow-up with prospective students through email, Facebook, phone calls, campus visit promotion and invitations to student shows.
- Visit larger numbers of high schools to deliver PowerPoint presentations about Herron.
- Continue to establish community partnerships through the Basile Center for Art, Design and Public Life that will benefit undergraduate learning experiences.
- Integrate new digital technology into Fine Arts studio curriculum.
- Continue to develop recruitment strategies for non-resident, international and minority students
- Continue to review and make changes to the BFA degree requirements to promote an increase in the four-year graduation rate

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Expand Community Learning Programs and outreach activities

 Enhance community relations and provide programming for campus and community OBJECTIVES: Increase enrollments for Saturday School, Honors Art Program, Youth Art Camp / Promote the Herron galleries and sculpture garden programming / Promote visiting artist lectures to campus and community / Offer international travel opportunities beyond Herron students

Campus Planning Theme: Teaching and Learning, Best Practices, Campus Climate for Diversity, Civic Engagement, Collaboration

Secondary Goals:

Sub Unit:

Time Frame: 2010-2011

Actions taken for 2010-2011:

- Targeted advertising during drive time to WFYI radio listeners to encourage registration for Summer Camps, Saturday School, and other Community Learning Programs

- Took advantage of free calendar listing
- Changed cycle timing so that recruitment for Summer Camp began much earlier
- Registered www.herroncommunity.org as a more easily remembered (marketable) URL to be used in promotional materials.
- Raised awareness and private support for Community Learning Programs and gallery operating funds resulting in \$48,000 total
- For the seventh consecutive year, Indiana Black Expo's Cultural Arts Pavilion featured work created by members of the Herron Spectrum group. Spectrum offers creative outlets and collaborative artistic and academic support to underrepresented students attending Herron.
- Community Learning Programs including Youth Art Camp, Honors Art, Saturday School, and Evenings At Herron served more than 500 youth and adult community members.
- More than 200 youth in grades 2 to 10 attended Herron's Youth Art Camp.
- Through collaboration with IUPUI's Urban Garden and Growing Places Indy's Wishard Slow Foods Garden, Youth Art campers in 2011 learned about sustainability and created art for and about the two community gardens.
- Youth Art campers also worked with visiting artists, including Indianapolis' People for Urban Progress to learn about urban design.
- Submitted proposals for support to Herron galleries and visiting artist program
- Anita Giddings supervised the creating of an online version of A261 Digital Imagery to reach out the IUPUI community to take an Elective Arts class.
- Submitted several proposals for external funding for gallery operations, Youth Art Camp, Honors Art Program and Saturday School

Evidence of Progress for 2010-2011:

- Youth Art Camp earned support from Lilly Endowment, Inc., the Indianapolis Foundation and the Christel DeHaan Family Foundation through the Summer Youth Program Fund. Additional support came from the PNC Foundation, the Rotary Foundation of Indianapolis, the PeyBack Foundation, the Joseph Maley Foundation and Prism: The Artist's Supply Store.
- Secured new scholarships for underserved children and youth to attend Saturday School and Summer Youth Art Camp
- Herron's Youth Art Camp partnered with Herron Galleries to give campers the opportunity to work with visiting artist Hector Duarte, a Mexican muralist who resides in Chicago, Illinois.
- Herron Galleries featured 27 exhibitions in the Robert B. Berkshire, Eleanore Prest Reese, Dorit & Gerald Paul, Marsh and Frank & Katrina Basile Galleries including Hector Duarte: "Sin Fronteras," "Notes to Nonself," "Curious and Curiouser" and the 2011 M.F.A. Exhibition, which attracted more than 450 attendees on opening night.
- Herron hosted 15 visiting artist and scholar lectures including Polly Apfelbaum, Wayne White, Rebecca Goodale, Brian Ulrich, Casey Riordan Millard and John Hitchcock.
- Herron Youth Art Camp instructor Amber Remeus, B.F.A. '10 art education, won a 2010 Excellence in Summer Service Education Award from the Marion County Commission on Youth.
- The Herron Galleries received support from The Great Frame Up, Prism: The Artist's Supply Store, and the Penrod Society.
- Several community learning programs sold out for the first time ever
- Increased enrollment overall in all Community Learning Programs
- The course Intro Computer Imagery I had strong enrollment in the summer, and the online version (never offered before) was full for Summer 2011.
- Developed new promotional materials for the Community Learning Programs
- Youth Art Camp instructor Amber Remeus received a "2010 Excellence in Summer Service Education Award" from the Marion County Commission on Youth (McCoy).


Activities planned for 2011-2012:

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- Develop a summer Design Camp for HS students
- Expand offerings of Visual Communication courses available to community
- Visual Communication working with the Solution Center: Supporting Near Eastside Legacy Initiative (NELI); Youngbok Hong developed a community asset based research project within a course setting
- During the spring semester of Pamela Napier's VC course: Designing People-Centered Services, a team of senior visual communication design students worked with representatives from the Office of Neighborhood Partnerships and residents from four Near Westside neighborhoods in Indianapolis in an effort to develop, design and facilitate the creation of The Growing Near West Urban Community Gardens Project: four distinct urban gardens in each of the neighborhoods. This project provides a unique opportunity to foster community engagement, capitalize on existing assets, and build community's capacity to address food access issues.
- Increase advertising within the IUPUI community
- Developing comprehensive Community Learning Program video
- Planning for Saturday School anniversary
- Designing a CLP poster targeting junior high and high school students to be posted in high school art classes and art centers around the state.
- Develop marketing to home-schoolers
- Elective Arts Coordinator Anita Giddings in coordination with Stephanie Doty, Art Appreciation Coordinator, will be holding an event for advisors across campus on December 2. There will be a selection of 2-hour workshops to allow advisors to engage in a sample class. There will be information provided about Art Appreciation, the Art History minor, the Book Arts minor, elective arts classes, and other Herron outreach programs.
- Will code academic advising report for the Book Arts minor to allow all students at IUPUI to see the minor requirements and plan for it. (This was completed October 2012) Checklist was also developed for promotional reasons.
- Increase Summer Elective Arts offerings with short workshops and unique courses.
- In the Summer, Stephanie Doty will be offering two online courses (H221 Art of the Past and Present (for non-majors)) that were not offered last summer to see if it will increase enrollment and also offer a good option to students who want to take 12 credits in the summer, but have a difficult time fitting all the courses in their schedule due to the 6-week model.
- Explore off-campus locations to offer Community Learning Programs
- Increase the education component of the Herron galleries to better serve the campus and community

Schedule gallery talks with curator/artists

 Expand the new MFA programs and launch new Master of Art Therapy

 Be nationally recognized for quality graduate programs. OBJECTIVES: Build upon Herron's strengths and unique characteristics to enhance graduate programs / Launch a new MA Art Therapy master degree program / Recruit non-resident and international students / Increase the school's research and civic engagement through graduate student activities / Develop more campus/community collaborations

Campus Planning Theme: Teaching and Learning, Best Practices, Civic Engagement, Collaboration

Secondary Goals:

Sub Unit:

Time Frame: 2010-2011

Actions taken for 2010-2011:

- Herron was approved for three additional Master of Fine Art programs in Ceramics, Painting and Drawing, and Photography and Intermedia. The new offerings join Herron's existing, 60-credit-hour M.F.A. programs in Furniture Design, Printmaking, Sculpture and Visual Communication, along with the Master of Art Education and the new Master of Art in Art Therapy.
- Hired Art Therapy degree program director
- Herron sent representatives to National Graduate Portfolio Days in New York City, Los Angeles, and Chicago to recruit potential graduate students for Herron's MFA programs in Visual Communications and Visual Art (Sculpture, Printmaking, Furniture Design, and the new MFA tracks in Ceramics, Painting and Drawing, and Photography and Intermedia).
- Herron organized and hosted two Open Houses at Herron for potential graduate students.
- Under the coordination of Herron's Basile Center, provided graduate students with opportunities for community based art projects and professional practice
- Further developed marketing and recruitment strategy to recruit top quality graduate students in all graduate programs
- Continued development of plans for the launch of the graduate program in Art Therapy, including planning for selected coursework to be taken at the IUPUI School of Education
- Raised funding to help support the launch of an Art Therapy degree program, including an endowed graduate Fellowship
- Raised funding for the expansion of the sculpture and ceramics building to support MFA programs and public art program.
- Fall 2011 enrolled 18 new graduate students in M.F.A. degree programs (9 in the tracks in the M.F.A. in Visual Art and 9 in the M.F.A. in Visual Communication)
- Submit grant proposals to help support the launch of an Art Therapy degree program
- Submit grant and donor proposals for the expansion of the sculpture and ceramics building to support MFA programs and public art program.
- Bolstered faculty profiles on website since graduate program decision is driven by who is teaching
- Created simple and low cost cards for faculty to hand out at conferences and open houses to drive traffic to our website
- Facebook and Twitter notices about upcoming graduate recruitment events, prominent feature of masters program offerings on home page of website
- Press release regarding launch of new masters programs
- Target advertising in national art publications *Sculpture* and *Art News*
- Created elegant, two part business cards for faculty to carry, second part is a perforation where faculty member can capture info on prospective grad students
- As soon as three new programs were approved at the end of January 2011, launched an email campaign to alumni, faculty within the new program areas from across the nation, and other email lists to promote the program.
- Sent faculty in new program areas to conferences to promote the programs, such as the Society for Photographic Education conference and NCECA.
- Added the new MFA programs to CAA's Graduate Program Directory.
- Made application process almost completely on-line in order to streamline application process and handle influx of additional applications using Slideroom.com.
- Hosted Graduate Information Sessions.
- Herron sent representatives to National Graduate Portfolio Days in New York City, San Francisco, and Chicago to recruit potential graduate students for Herron's MFA programs in Visual Communications and Visual Art (Sculpture, Printmaking, and Furniture Design).
- Herron organized and hosted Open Houses at Herron for potential graduate students.

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Evidence of Progress for 2010-2011:

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- Secured two new endowed scholarships in support of the Art Therapy program
 - Secured \$3.2 million in private support for the Sculpture and Ceramics expansion project
 - IUPUI Graduate Affairs Committee approved new tracks in Painting and Drawing, Ceramics, and Photography and Intermedia for the M.F.A. degree in Visual Art
 - Concluded a successful search for the first faculty member and Director of Herron's Art Therapy degree program
 - Completed a successful search for the new Chair of the Department of Visual Communication
 - Herron Galleries hosted the second MFA Thesis Exhibition
 - Graduate students are highly engaged in professional practice, research and creative activity as evidenced in the numerous community partnerships, grants, and public projects.
-
- Record-breaking attendance per student services, 69 candidates plus their parents at most recent event on Nov. 12
-
- Launched the Photography and Intermedia M.F.A. in the fall of 2011.
 - Recruited 12 out-of-state students of the 18 new students for the M.F.A. programs entering in the fall of 2011
 - The IU Board of Trustees and ICHE approved the MA in Art Therapy in (2010).
 - Graduate students are highly engaged in projects that require community partnerships with business and non-profit organizations.

Activities planned for 2011-2012:

- Recruit and enroll the first entering class of graduate students in the M.A. degree program in Art Therapy; teach the first year classes in Art Therapy for the first time; secure sites and initiate internship program for Art Therapy graduate students
 - Research information and write sections of Self Study report for Herron's NASAD Re-accreditation regarding all Herron's graduate degree programs.
 - Host prospective graduate student Open Houses on November 2012
-
- Continue to develop relationships with businesses, non-profits, and government organizations throughout Central Indiana as potential partners for community engagement projects
-
- Four graduate students will install major public art projects in the city of Indianapolis in 2010-2011
-
- Continue to develop marketing and recruitment strategy to recruit top quality graduate students
 - Continue to hire highly qualified adjunct faculty to add to the intellectual diversity of the graduate faculty
 - Continue fundraising to support the launch of new graduate degree programs
 - Continue to support graduate level scholarships and fellowships through internal means and private support.
-
- Conduct national search for new faculty member Public Scholar of Curatorial Practices and Visual Art, a joint appointment between Herron and IUPUI Museum Studies Program
 - First year grad students enrolled in Herron's MFA in Visual Art degree program plan and complete collaboration project with grad students in IUPUI Department of Music
 - VC Grad Thesis poster session planned for December 9 to invite targeted members of the public to offer response to proposals made by 2nd year MFA candidates
 - Approval process and formal submission of second year MFA VC courses is in progress; 10 currently approved by Herron School of Art & Design Academic Affairs committee
 - Engage alumni worldwide to recommend potential graduate candidates
 - Personal invitation to prospective candidates to MFA thesis show in spring
 - Continue feeding and monitoring social media as buzz builds about new and existing graduate programs

- Develop a suite of recruitment materials to be mailed to prospects and influencers
- Develop a follow-up strategy to turn inquiries into enrollments
- In the coming academic year we will continue to look at how we offer courses to the graduate students to offer the greatest cross pollination between the media specific areas of the MFA in Visual Arts program. There is discussion of opening up some of the studio course to incorporate an Interdisciplinary Critique course to offer students and faculty opportunities to discuss concerns across the entire Fine Arts area.
- The MFA advisory committee has been brought reinstated for the 2011/12 academic year and will continue into the future as a place to evaluate the effectiveness of our MFA program in the Visual Arts.
- Open Houses planned for all programs
- Host Graduate Info Session we have had for the M.F.A. programs in November 2011. (This has already happened--33 attendees for Visual Art, half of which were out-of-state)
- Add new Art Therapy component to Info Session (this has already happened--36 attendees for art therapy)
- Send faculty to Southern Graphics Council Conference, Society for Photographic Education Conference, NCECA Conference and Furniture Society Conference in the spring to promote programs.
- Ensure faculty take MFA promotional cards with them to any other event/lecture they attend outside of Herron.
- Continue to develop marketing and recruitment strategy to recruit top quality graduate students
- Continue to support graduate level scholarships and fellowships through internal means and private support.

Improve retention and graduation rates of undergraduate students

 **Increase the number of degree recipients for the Bachelor of Fine Arts, Bachelor of Art Education and Bachelor of Arts (Art History) OBJECTIVES:** Raise overall undergraduate retention rates to 86% (currently 83%) / Increase four-year undergraduate rates to 60% (currently 53%) / Award more student scholarships / Recruit more non-resident, international and minority students / Develop more mentoring opportunities for students

Campus Planning Theme: Teaching and Learning, Best Practices

Secondary Goals:

Sub Unit:

Time Frame: 2010-2011

Actions taken for 2010-2011:

- Begin in-depth survey of students and prospects to see what they want from us, what Herron is, so that we can find the right students
- Begin touting great campus programs like student housing, IUPUI Honors College, and IUPUI top 100
- The Fine Arts Department continues to try and offer the most diverse amount of electives as possible. In the summer of 2011 the Fine Arts department encouraged all of the discipline areas to bolster their offerings. There was also an uptick in the amount of elective courses that were offered.
- Review of the sophomore review process across all of Herron's program areas and the reevaluating of the criteria and requires for each of the programs as students advance towards the review in their sophomore year
- Students put on probation in the Visual Communication review process would be allowed to complete a remedial course that would allow them to continue in Fall 2011 their studies without interruption. Without this course, in the past students would have to wait a full calendar year to move toward graduation in this major.
- Expose freshman students to senior presentations and scholarship opportunities to enhance their own vision of where they want to be as an artist at graduation as well as connect their current work to the future, enhancing retention.
- Student Services added a half-time, new advisor to support student planning and student learning.
- Aligned Herron's activities and goals to reflect the RISE initiative of IUPUI
- Provide students with opportunities for research through professional practice, civic engagement projects, experiential learning and international travel.
- Hosted National Portfolio Day with our largest attendance of 224 students

- Participated in 7 portfolio days (6 of which were out-of-state)
- Hosted 6 IUPUI Jag Day events
- Scholarships were awarded to out-of-state transfer students
- Spectrum Club for minority students actively participates in community projects and exhibitions
- Field trips have been organized to Chicago and New York

Evidence of Progress for 2010-2011:

- Summer course work offered as remedial support for declared VC students not accepted into the program for 2011–2012; majority continued their studies in VC at Herron
- All students in Visual Communication program who were on probation and decided to take the Summer remedial course passed and were able to move toward graduation without interruption.
- The senior scholarship presentation was better attended. Freshmen and were able to dialogue with seniors about what they saw and what goals the students might want to set for themselves.
- Our new advisor has clearly reduced wait times in the Student Services Office for students and encouraged students to plan better for graduation as they can get in and out more quickly.
- Implemented early warning rosters for all students.
- The ratio of full-time to part-time students has steadily increased (full-time students reached 81%).
- Student clubs have been formed in most of the academic programs
- Held a yield event for directly admitted students, which was attended by over 50 families. Faculty-led workshops were offered to all participants as a recruiting tool.
- The Spectrum Club for minority students at Herron exhibited work at the Black Expo
- There is a significant increase of the number of Herron students trying to get into Herron House campus housing.
- Director of Student Services personally contacted all students who had intended to graduate but did not.
- Unofficial transcripts now have indicators placed by Student Services staff to show Dean's List or Probationary status.
- Student Services works with faculty to support students on probation through gathering reports and scheduling follow-up meetings.

Offered required courses in the summer to help students' progress toward graduation.

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Activities planned for 2011-2012:


- Continued review of Visual Communication undergraduate sophomore curriculum to facilitate flexibility so that students not accepted into Visual Communication have other options to study at Herron
- Examine the potential for new tracks in Visual Communication or new programs under Visual Communication
- Incorporate findings into marketing materials so that students recruited are the best match possible for Herron.
- Market new reduced tuition summer offerings
- Develop a more robust student section of the Herron website that would include quick access to valuable resources for current students.
- Fine Arts will continue to bolster its summer offering with the running of multiple sections of Art Appreciation both online and in the classroom. The studio areas have responded to a prompt and nearly every area has some level of upper level required coursework being offered in the summer.
- There are plans to digitize the sophomore fine arts review process in an effort to make it more accessible to the students and to expedite the entire process.
- We will implement a new academic probation system utilizing intrusive advising practices and the access we have to the new FLAG system. Students on probation will have a hold placed on their record stopping them from registering for Spring until they complete a mid-term "Personal Academic Assessment" online through survey monkey. In the assessment students are asked to assess their current progress, set goals, reminded about important on campus support services (AES, CAPS, Banko Learning Center, Herron

current progress, set goals, reminded about important, off-campus support services (also, via e, DePaul Learning Center, Herron Student Services), and to set three specific goals for the rest of the term. Students are then individually contacted by the Director of Student Services with a personal response to the survey as well as reminded of any recommendations given by the faculty on the FLAG rosters.

- We will have a large increase in the number of Summer 2012 course offerings including new required courses that have not been offered before. We intend to bundle some courses (especially Foundations courses) to allow clear planning for students who hope to get ahead in the Summer. This will hopefully increase our Summer enrollment and help students move more quickly toward graduation.
- X101 will have presentations by the Basile Center for Arts and Public Life to allow all incoming students in this freshman seminar class to be exposed to projects, proposal writing, students working on commissions, and the unique resources the center provides. (This was completed in October 2011)
- Coded academic advising report for the Book Arts minor to allow all students at IUPUI to see the minor requirements and plan for it. A checklist will also be developed for promotional reasons.
- Encourage more undergraduate students to enroll as full-time students
- Fundraise for student scholarships
- Continue to provide students with opportunities for RISE initiatives

Director of Student Services and Advisor attended a 2-day workshop on supporting student veterans through to graduation (Operation Diploma)

Increase fundraising for endowments, special projects and annual operating

 **Improve financial stability for the school's academic programs, student scholarships, faculty research, the Herron galleries, and community learning and outreach programs** OBJECTIVES: Increase financial stability of Herron / Secure funding for the Sculpture Building Expansion / Provide more support for students / Increase funding for capital equipment, faculty research and travel, student scholarships and community outreach programs / Continue to expand the John Herron Society (annual unrestricted giving society) / Broaden external constituent base / Develop relationships with local corporations, businesses and foundations / Identify and cultivate new donor prospects and new grant opportunities / Cultivate external champions

Campus Planning Theme: Best Practices, Civic Engagement

Secondary Goals:

Sub Unit:

Time Frame: 2010-2011

Actions taken for 2010-2011:

- Unified marketing and promotion activities with development strategic plan.
- Quarter-page ad placed in the Indiana Business Journal to potentially reach new donor prospects
- Registered www.basilecenter.org to be used as a more memorable URL for marketing
- Began implementation of a planned giving communication plan which calls for a variety of messaging, including frequent donor stories about planned gifts
- Filmed a suite of donor videos which include personal stories of gifts to stimulate like minded individuals
- Formed alliances with estate planning professionals
- Supported fundraising through updated website content, press releases to announce gifts, and on-line newsletter stories
- Continued solicitations of top prospects for major gifts
- Continued cultivation of potential major donors and members of John Herron Society to support Impact Campaign
- Continued solicitation and stewardship of the John Herron Society helping to build Herron's unrestricted endowment
- Hosted donor recognition event to recognize major gift donors and recruit new members to John Herron Society

- Created new messaging and communication for newly designed website and printed materials for development
-

Evidence of Progress for 2010-2011:


- A total of \$2.72 million was raised during fiscal year 2010-2011
 - Herron is currently at 85 percent of its \$8.5 million IUPUI's IMPACT Campaign goal. Funding priorities include creating endowments for faculty chairs, scholarships, fellowships and operating funds. Matching dollars are available during the campaign.
 - Herron announced that its soon-to-be expanded sculpture and ceramics facility will be named the Sidney and Lois Eskenazi Fine Arts Center in recognition of their lead gift.
 - Dorit and Gerald Paul, through a multi-year pledge and an estate provision, endowed a gallery programming fund. The Dorit and Gerald Paul Gallery was named in their honor.
 - An estate gift from beloved professor emeritus, alumnus and artist Robert B. Berkshire provided painting scholarships, operating funds for the Herron Galleries and support to Herron's endowment.
 - The family of Frank C. Springer endowed the Frank C. Springer Family Innovative Faculty Research Award – the first of its kind at Herron.
 - Jane Fortune significantly increased the Jane Fortune Outstanding Women Visiting Artist Lecture endowment – bolstering the means to attract women artists of the highest caliber to lecture at Herron.
 - Donors provided \$170,000 in scholarship support at Herron's Honors and Awards ceremony.
 - With the creation of the Lynn Thomsen Outstanding Artist Memorial Scholarship, Clifford Hull established one of IUPUI's first RISE scholarships.
 - Undergraduate student support was bolstered through five new RISE scholarships from the Windgate Charitable Foundation and three scholarships from Margot Lacy Eccles, in honor of her son and in memory of her late husband.
 - Herron's Dean's Advisory Board members and others endowed the Mark Pescovitz, M.D., Memorial Photography Scholarship to recognize their departed friend and colleague's interest in photography and lifelong learning.
 - Dorit and Gerald Paul were honored during the annual Spirit of Philanthropy Luncheon.
 - Jane Fortune and Robert Hesse, Mark and Ora Pescovitz and Donald Gummer and Meryl Streep were inducted into Indiana University's Presidents Circle.
 - Sidney and Lois Eskenazi were recognized with the Lifetime Achievement Philanthropy Award by the Association of Fundraising Professionals.
 - Unprecedented evening meeting at Herron of professional estate planners organization
 - New follow up appointments made with estate planners who had no previous connection to Herron
 - The award of our first sponsored graduate fellowship in Art Therapy is a direct result of a concerted effort to find donors who can contribute directly in support of our graduate programs.
-

Activities planned for 2011-2012:

- Herron will participate in IUPUI's IMPACT Campaign in an effort to reach its \$8.5 million goal
- During the campaign, fundraising priorities will include: endowments for faculty chairs, scholarships and fellowships, academic programs, faculty research, gallery and visiting artists and operating endowment
- Plans for building Herron's operating endowment will be implemented (short-term and long-term)
- Plans for Phase II of the Eskenazi Fine Arts Center will be developed
- Secure funding for Herron's sculpture garden along the Cultural Trail and on the grounds of Eskenazi Hall

- Continue seeking annual support for gallery exhibitions and lectures
 - Actively seek funding for endowed chairs and RISE Scholarships
 - Actively seek funding for faculty research
 - Raise start-up funding for a new MA degree program in Art Therapy
 - Host a summer gallery exhibition featuring local art collectors and artists/photographers
 - Continue seeking annual support for Herron's Community Learning Programs
 - Submit proposals to foundations and other funders and submit final reports
 - Strategically promote planned giving to Herron's audiences via website, newsletter and printed materials
 - Engage with estate planning professionals and advisors to inform them of Herron's activities, needs and opportunities for philanthropic giving
 - Create donor stories that inspire others to give to be placed on website and in e-newsletter
 - Recruit new members to serve on Dean's Advisory Board
 - Work closely with Dean's Advisory Board in identifying, cultivating, soliciting and stewarding major gift donors
 - Increase the number of new major gift prospects
 - Continue to successfully steward annual and major gift donors resulting in new and upgraded gifts
 - Continue to keep donors informed about scholarship recipients (in person or via letters)
 - Nominate alumni, volunteers and donors for various awards and recognition (both internally and externally)
 - Engage volunteers and donors in hosting events on Herron's behalf
 - Host an event each semester specifically for the John Herron Society
 - Engage current and retired faculty and staff regarding opportunities to support Herron
 - External Affairs designing a promotional packet to be given to potential clients
 - Work on developing Case Studies into compelling narratives to include on VC website
 - Work to add gallery of undergrad student work to website
-
- Continue methodical and frequent mention of planned giving to Herron via established channels (website and newsletter)
 - Continue monitoring activities to correlate to expected long-term uptick in planned gifts
 - Engage the Dean's Advisory Board in identifying new potential donors

Promote the Basile Center for Art, Design and Public Life

 **Objectives:** Increase externally funded Research/Creative Activities / Promote the Basile Center to enhance Herron's national reputation / Increase the number of professional practice opportunities and RISE courses / Increase the number of student internships through community partnerships / Enhance Herron's reputation as a vital community resource and partner for civic engagement.

Campus Planning Theme: Teaching and Learning, Research, Scholarship and Creative Activity, Civic Engagement, Collaboration

Secondary Goals:

Sub Unit:

Time Frame: 2010-2011

Actions taken for 2010-2011:

- The Basile Center for Art, Design and Public Life accepted 29 community-based professional practice projects for Herron students this year involving 271 students working in a variety of media.
- Dow AgroSciences has commissioned a senior in sculpture to create a piece for the entrance to their new facility, which will open in May 2012.
- IUPUI's Campus Center held a competition with junior painting students. Mariana Bell's painting *Common Thread* was selected and is hanging on the fourth floor of the Campus Center.
- IU Foundation received 43 original prints created by senior printmaking student Tom Thongphay that were framed and given as gifts to the recipients of the Spirit of Philanthropy awards.

- Anthony Deak, a senior photography student, produced promotional videos for CHAMP Camp, a NFP that brings children with respiratory challenges and severe mobility issues into the outdoors for a weeklong camp experience.
- Five printmaking students received commissions to each create eleven original prints in recognition of the 10th anniversary of Shrewsberry, an engineering and environmental consulting firm.
- The IU/Kenya project received a new logo and branding guidelines from two Visual Communications students.
- VC students designed a promotional booklet marketing the summer sports and academic camps for children for the IU Natatorium and Sports
- VC students designed a promotional poster and creative give-a-way for Girls Rock, Inc. who is dedicated to building positive self-esteem in girls and encouraging creative expression through music.
- VC students developed an awareness campaign to direct youth in the 46205 zip code area to an event to be tested for HIV/AIDs on World AIDS Day. This project was for the Marion County Health Dept.
- VC students partnered with Crime Stoppers of Indiana and Target to develop a campaign to engage a more youthful audience to participate in Crime Stoppers.
- VC students assisted in the development of effective communications and marketing for the following organizations: Girls Rock, Inc., Northwest Community Gardening, Keys to Work Inc., Greenwood Senior Citizens Center, National Library Bindery of Indiana.
- VC students worked with the George Washington High School, which is celebrating 10 years of being reopened as a public high school. Students will assist in developing effective communication/presentation about “lessons learned” over the past 10 years and GWHS is anxiously wanting to “tell their story” to a local, regional and national audience.
- Worked with partners including Borshoff, Wishard, City of Lawrence, and Governor’s office to coordinate press releases announcing projects
- Developed videos to document projects and build a body of evidence about the cumulative impact of these projects on education and the cultural vibrancy of the community
- Developed stories about individual students to send to their hometown newspapers
- Created Basile Center ad targeting readers of the IJB to run in supplement available at Start with Art event
- Registered www.basilecenter.org as a more easily remembered (marketable) URL to be used in promotional materials.
- Herron’s Basile Center for Art Design and Public Life coordinated professional practice opportunities for students, including competitive commissions, civic engagement projects, campus collaborations and community partnerships.

Evidence of Progress for 2010-2011:

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- Record number of Basile Center projects (12) in the works for current semester
- “Works of Hope & Healing,” a collaborative project of the Wishard Hospital Pharmacy Department, the Wishard Foundation and Herron School of Art and Design senior painting students, entered its fourth year.
- The Indianapolis Chamber Orchestra partnered with the painting students for the second year. David Schmitt’s work, “Concerto in Paint for Violin and Orchestra,” won first place in this year’s competition.
- M.F.A. student Michael Kuschnir’s public art proposal was selected, through a competitive process, for the Indianapolis Cultural Trail at the corner of Indiana Avenue and St. Clair Street.

- Anthony Deak, B.F.A. '11, won the Best of Show prize in Borshoff's third annual art competition. His four-panel, silver gelatin prints, titled "Welcome to Indianapolis," captured the new Indianapolis International Airport.
- Austin Reavis, B.F.A. '11, installed "CALLSTATION," fabricated partly with material from the roof of the Hoosier Dome, in the IUPUI University Library. By listening to one of the eight sets of headphones that are part of the work, callers are directed to find one of ten hand-made artist books in the library stacks.
- Westfield, Lawrence and Avon municipalities have commissioned four public art projects proposed by undergraduate and graduate sculpture students.
- Herron visual communication students created a resource book for United Way of Central Indiana. "Connected by 25" serves young people who are transitioning from foster care to independence. The project is so successful that the model may be expanded statewide.
- Marcia Stone, lecturer, visual communication design, lead students in developing an iPad application to help autistic children learn language skills experientially.
- Helen Sanematsu, assistant professor of visual communication design, served as the creative director and project manager of "Fun With Facebook: the Impact of Focus Groups on the Development of Awareness Campaigns for Adolescent Health," funded by the Indiana Coalition to Improve Adolescent Health.
- New Advisory Committee established to support Basile Center activities
- Christel DeHaan sponsored two sculpture commissions for her personal property. Fifteen proposals were submitted and two undergraduate students were selected for the commissions.
- Riley Hospital for Children/Ball Gardens - Four students were awarded commissions for outdoor sculptural benches that were created for the Suite Dreams Play Garden at Riley Hospital.
- Keep Indianapolis Beautiful - Public art project created by a graduate student was installed along I-70 and the Holt Road interchange and two more installations by MFA students at two other interchanges as part of "A Greener Welcome."
- City of Lawrence - A three-year partnership has been established to install public works of art along Pendleton Pike between I-465 and 56th St. Two students have already been selected for their proposals to be commissioned. The first installation will take place in December 2010.
- Imani Workshops - students developed and presented proposals for institutional identity, exhibit identifiers, and marketing communications.
- Domestic Violence Network of Central Indiana - Herron students performed research and created outreach materials to aid in fundraising and public engagement with the DVNCI including a Power Point presentation to be given at local schools and community groups, an outreach brochure and a table tent for school lunch rooms. Students photographed kids and adults to represent victims and perpetrators as part of this project.
- Midwest Food Bank - Students performed research and created outreach materials to aid in fundraising and public engagement with the Midwest Food Bank including a volunteer water bottle, posters, an outdoor board and 'bubble gum cards' representing the heroic people who support the food bank.
- For the fifth consecutive year, Herron senior painting students produced work for Wishard Hospital and the Eskenazi Health Foundation as part of the "Works of Hope and Healing" collaborative project.
- Students in Illustration competed for "Best in Show" in the fourth annual Borshoff Gallery Show and Awards event. Rachel Linnemeier received the purchase prize for her piece titled *Telephone Line*, while LoriLee Andrews won the People's Choice Award.

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Activities planned for 2011-2012:

- Develop "thank you" ads funded or co-funded with partnering organizations
- More use of Basile Center project videos in recruitment efforts
- Develop a promotional/informational brochure to be given to potential clients
- Continue to explore ways to better integrate VC projects with Basile Center efforts
- VC - Explore potential of developing a mechanism to provide longevity for Community projects with the goal of developing grant fundable efforts that are sustainable over time
- The Indianapolis Chamber Orchestra partnered with Herron's painting students during fall semester 2011. This is the third year for this collaboration.
- The City of Lawrence is commissioning another public art sculpture as part of a three-year agreement. The sculpture will be installed in fall 2012.
- Dow AgroSciences has commissioned three students in Furniture Design to create benches for their new facility. They have also

commissioned three students in Photography, Painting and Drawing to create interior artwork for this facility, which is scheduled to open in spring 2012.

- IU Health has commissioned seniors in Ceramics to create five mosaics for nurse stations at Riley Hospital. They have also commissioned two students for interior artwork.
- IU Health has commissioned three students in Furniture Design to create benches for the new Neuroscience Center which is set to open summer of 2012.
- Students in Professional Practice are working with community partners for branding and identity issues. Clients include: AMPATH/IU Kenya Partnership, Adam's Construction Co., Indiana Dollars for Scholars, Massachusetts Avenue Merchants Association, Indianapolis Neighborhood Resource Center/Neighborhoods USA Convention 2012, Second Helpings, The Glick Fund.
- Fourteen visual communication design students are working with the John H. Boner Center and the Near Eastside Legacy Center Communication and Public Health Project.
- Create a business plan for the activities of the Basile Center and utilize the newly established faculty advisory board
- Continue to develop partnerships that help sustain successful programs in the visual arts and contribute to the cultural vibrancy of our community
- Implement policies and procedures whereby the Basile Center negotiates and oversees school-sponsored projects
- Continue to market the mission of the Basile Center for Art, Design and Public Life to campus and external constituents regionally and nationally
- Continue to build on the strengths of Herron's academic programs, faculty expertise, and the school's ability to form partnerships within the community and other cultural organizations
- Cultural Trail/CICF - The Central Indiana Community Foundation is sponsoring a public art commission for a Herron student to be located at the corner of Indiana Avenue and St. Clair Street.
- City of Lawrence – Now in the third year of a three-year partnership for public works of art along Pendleton Pike between I-465 and 56th St.
- The communities of Westfield and Lawrence are currently working with Herron to develop public art projects

Support faculty research and creative activity

 Identify opportunities and increase funding for faculty research and creative activity **OBJECTIVES:** Promote faculty research and creative activities regionally and nationally / Attract and retain highly qualified faculty / Provide incentives for senior faculty members to continue to be engaged in research

Campus Planning Theme: Research, Scholarship and Creative Activity

Secondary Goals:

Sub Unit:

Time Frame: 2010-2011

Actions taken for 2010-2011:

- Herron faculty members earned \$351,618 in funding for research and creative activity through 29 individual competitive grants including 12 New Frontiers Faculty Research Grants funded by Lilly Endowment, Inc., and administered by the IU Office of the Vice Provost for Research and five IUPUI Arts and Humanities Grants.
- Travel funding was awarded on a competitive basis determined by the Faculty Resource Planning Committee to support faculty research
- Three faculty members were awarded sabbatical leaves
- 14 faculty were awarded research grants totaling \$204,621
- Feature stories developed and pushed out about faculty researchers including Helen Sanematsu and Linda Adele Goodine
- Numerous faculty were awarded funding through the LAHI mechanism and two faculty received the New Frontiers research support (Assistant Professor Andrew Winship and Assistant Professor Lesley Baker). 2011/12 brought the award of two more New Frontiers grants in support of large faculty research projects that include graduate students and large equipment purchases (Associate Professor William Potter and Professor Linda Adele Goodine).
- The implementation of a 2/3 teaching load has also resulted in a more focused concern that faculty are doing high level research.

- Faculty work was featured in the Herron E-News and press releases
- Private funds were used to match funding for faculty external research grants

Evidence of Progress for 2010-2011:

- Jean Robertson and Craig McDaniel, authors, "Spirituality and American Art," *Grove Encyclopedia of American Art*, (New York: Oxford University Press, published 2011)
- Matthew Groshek, associate professor/public scholar of exhibition and visual communication design, received an award from the Percussive Arts Society for creating exhibitions for their new Rhythm! Discovery Center.
- The Herron Alumni Association recognized Greg Hull, associate professor of sculpture, with the Harry A. Davis Outstanding Faculty Award.
- Flounder Lee, assistant professor of photography, received an IUPUI Research Support Fund grant of \$35,000 for mapping a glacial retreat in Alaska.
- William Potter, associate professor and director of foundation studies, received a New Frontiers Grant for \$44,535 to fund his work "Hidden Forms-Embedded Meanings."
- Cory Robinson, associate professor of furniture design and fine arts department chair, received a New Frontiers Grant to focus on digital fabrication technologies, and also earned an Arts and Humanities Grant in the amount of \$13,732 to explore the use of digital tools in the design and fabrication of individual furniture forms.
- Stacey Holloway, sculpture technician and instructor of 3D design and sculpture, was named a 2011 Efroymson Contemporary Arts Fellow.
- Jennifer Lee, associate professor of art history and associate dean for academic and student affairs, presented "Remembering Pilgrimage in the Luttrell Psalter" at the Sewanee Medieval Colloquium, University of the South, Sewanee, Tennessee.
- Jeanne Nemeth, assistant professor of art education, authored "Examining Passionate Pursuits: A Case Study of the Collections of an Art Teacher and Her Students."
- Jean Robertson, professor of art history and advisory editor for Grove Art Online, a publication of Oxford University Press, edited a set of 15 articles related to the theme of "Visual Culture."
- Vance Farrow, associate professor of drawing, received a commission for "The Crossroad Destination" to be included in the permanent collection of the Indiana State Museum.
- Robert Horvath, assistant professor of painting, held a solo exhibition of paintings and sculptures titled "New Works" at the Jolie Laide Gallery in Philadelphia, Pennsylvania.
- Marc Jacobson, professor of painting, exhibited his work in "Self-Portraits at Elaine Erickson Gallery in Milwaukee, Wisconsin.
- Stefan Petranek, assistant professor of photography, was selected to participate in the 2011 biennial art exhibit "Beyond/In Western New York: Alternating Currents," in Buffalo, New York.
- Work by Andrew Winship, assistant professor of painting and printmaking, was included in an exhibition at Grand Rapids Museum of Art.
- Herron was invited for the first time to participate in the competitive Windgate Fellowship awards, where Jason Gray, B.F.A. '11 furniture design, was one of only ten students nationally to earn the \$15,000 prize to pursue his professional career.
- Sought and received support for 3 VC faculty to attend a conference on Innovation, a collaborative effort between AIGA and the Mayo Clinic
- Inclusion of faculty research stories on website, and newsletter
- Establishment of Herron's first endowment for a faculty research prize
- Professional development, research and creative activity were supported at \$500-\$1,000 per faculty member annually as determined by the Faculty Resource Planning Committee. A formal request process has been established.
- A Civic Engagement Award of \$2,000 was awarded to one faculty member in recognition of Excellence. The recipient is identified through the same peer review process as the Trustee Teaching Awards.

<!--[if !supportLists]-->

Activities planned for 2011-2012:

- Craig McDaniel, author, "Rethinking Rousseau," *Midwest Quarterly: Journal of Contemporary Thought*, Pittsburgh State University, Pittsburgh, Kansas. To be published: 2012
- A research section added to faculty profiles on the website
- Seek ways to facilitate a stronger integration of faculty projects with community partners and with health science partners into grant fundable projects and/or institutional partners
- Two faculty will be awarded sabbaticals
- Herron will support reduced teaching schedules for full-time, tenure track faculty for the purpose of research and creative activity. (This means 2/3 loads.)
- Matching funds will be provided for faculty who receive the IUPUI Arts and Humanities grants.
- Faculty research "roundup" video in production for early 2012
- Incorporate faculty research into recruitment materials
- Add a research section to faculty profiles on the Herron website
- Herron will publish an annual report that features significant research and creative activity accomplishments and civic engagement activities.
- Herron faculty regularly exhibit their work in the Herron galleries
- Provide increased funding for travel to professional conferences and research
- Develop marketing materials to highlight faculty research and creative work

Fiscal Health**Reallocation Plan****Other Question(s)**

1. What changes are you seeing in the characteristics of incoming and returning students, and how are you preparing these students to meet the changing needs of the future workforce?

Students tend to be better prepared in the areas emphasized by state education. This is evidenced by the two-year trend of increasing SAT scores and two-year increase in entering Honors College students:

Average SAT Scores	
Fall 2010	Fall 2011
1030	1061
Entering Honors College Students	
Fall 2010	Fall 2011

To serve these students, Herron has a stand-alone, honors section of H101 Art History 1, and plan for a stand-alone, honors section in the Spring of H102 Art History 2. Anecdotally, the faculty from our Foundations Program (our first year program) report students who are better prepared and very capable of doing the work needed to succeed.

While students may be more prepared for standardized testing, the ability to use critical thinking and discernment has not shown commensurate improvement. Students are able to memorize information, but not always able to synthesize. The Student Services Office has witnessed many students who truly struggle to make choices about courses and other normal academic decisions. They lack the self-confidence to discern between options and need to be reassured. This translates into the classroom setting as a difficulty with paper writing, understanding open-ended or abstract instruction that require self-reflection, and conceptual topics. Herron School of Art and Design has a number of courses early in our curriculum that address this growing deficiency including a second freshman seminar (X102) that focuses on helping students write effective artist statements, learn to offer reflective and helpful criticism, and think more abstractly. The Art History faculty has partnered with the Bepko Learning Center to provide peer mentors and tutoring for H102 Art History 2 as a pilot to ensure all students are successfully mastering this important material.

We have seen more students dealing with differing forms of disorders (schizophrenia, Asperger's Syndrome, autism, bipolar disorder, PTSD, cutting, eating disorders, ADHD, etc.). This is a nationwide trend as students with disorders are more successful completing high school. This trend manifests itself as some disruptive behavior, more time by faculty trying to support and assist students to get help on campus, and time from our Student Services staff to support these students. As a result, Herron has developed strong relationships with the Dean of Students, AES, and CAPS. We actively highlight these services in our newsletters, signage, and freshmen seminars. These changes have helped us manage more students who may need additional or different kinds of support to be successful.

We witness many more students entering with dual credits that have given them academic credit, but not always the appropriate academic preparation. The result of Transfer Indiana, rising number of high school dual credit programs, and the increase in students taking coursework from a community college is that students with the "same" prerequisite coursework are at very different levels of mastery before entering a class. Faculty members are often confronted by the need to provide remedial support to a portion of the class, while those trained at a more rigorous level are denied moving forward. This trend is also a national one and one that presents a serious challenge to faculty in all disciplines. Herron works regularly with Ivy Tech Central Indiana (one of our largest transfer populations) to update our articulation agreement, review curriculum, and meet with faculty. Standards have improved through this relationship. Herron is also accredited through the National Association of Schools of Art and Design (NASAD) which provides us with a guide to assess programs. Schools that are accepted into NASAD then allow for students to move more fluidly from one institution to another as our standards are set.

Preparing Students for the Workforce

During our X101 freshman seminar we require a presentation, by the Basile Center for Art, Design and Public. This presentation made for the first time this year is given by the director who provides an overview of the projects being done by more advanced students, the process of making a professional proposal, and time to question students who are completing

artistic students, the process of making a professional proposal, and the role of question students have in completing commissioned work. This creates the bridge between the students' current preparatory work and the working professional artists they hope to become.

Most of our majors either encourage or require the students to have a show in a gallery before graduating. The students must find a space, create invitations, publicize their show, and hang their work in the gallery. It is a culminating experience and one that is a clear link between their current status as a student and their role as a professional artist.

Herron provides numerous opportunities for students to meet and question successful artists, art educators, designers and art historians through lectures, classroom visits, gallery shows and required gallery visits.

X102 requires every student to write and edit an artist statement (something required by any gallery wanting to show work) and a resume.

Herron offers international experience and scholarships for students to visit the most important cities to the art and art history world. Recently, the London Spring Break trip was led by a faculty member and the Gallery Director. This was a special opportunity for students whose education may lead them to museum or curatorial work.

Visual Communication students are required to complete an internship or practicum as part of their degree. Since these students will often be working as part of a business or design firm, this is the perfect bridge to the professional world.

Art History students are required to complete a capstone research project. While this used to be accomplished only through additional work during an existing class, a new option is now available to students. Students may now complete this requirement in a seminar with a faculty member who mentors the students through an extensive research project, utilizes eportfolio to assist the students in preparation for the future (graduate school or work) and provides students with exposure to graduate school expectations.

Art Education students have always completed all requirements for K-12 licensure; however, we have recently facilitated more students doing their student teaching abroad or in different cultural settings (ie, Native American reservation).

2. What are your plans for any surplus amounts in your fund balance?

Our current fund balance is \$1,187,610. For FY2012, we do not expect to have any surplus in our fund balance. Herron is expected to pay back a campus building loan with this fund plus IU Foundation dollars. Our fund balance has continued to grow each fiscal year over the last five years. This fiscal year may prove to be an obstacle to meet our projected budget. We may need to dip into our fund balance to cover the loss in revenue from low enrollments for both Fall and Spring semesters.

3. What are your short-term and long-term plans for ensuring adequate facilities to meet your mission? To what extent are on-line and/or hybrid courses a useful strategy in addressing any anticipated space constraints?

Herron School of Art and Design is the only accredited professional school of art and design in the State of Indiana. Herron has the benefit of being a school within a comprehensive research university and is also recognized as a cultural arts organization serving the broader community. For over a century, Herron has provided quality art and design education to degree-seeking students, as well as to the greater Indianapolis community.

Herron's mission is to educate students to become leaders who possess a unique combination of creativity, conceptual skills and technical abilities. As Indiana's only professional school of art and design, Herron aspires to offer the best and most complete instruction and facilities available to students anywhere. While Herron continues to expand and develop new programs and create an innovative model for art education in the 21st century, Herron's new Master of Fine Arts graduate degree programs have achieved excellent national ranking among the top 10% of art and design schools within the first

two years.

Graduate programs in Visual Communication, Printmaking, Painting, Photography, and Furniture Design are housed in Eskenazi Hall on the IUPUI campus. New MFA programs in Sculpture and Ceramics are housed in the Eskenazi Fine Art Center on Indiana Avenue. To ensure space for these new programs, Herron's building located at 1350 Indiana Avenue will undergo a renovation to existing space, a new addition across the front of the current facility and the IUPUI CS#3 facilities building, and renovation to existing space in CS#3 to accommodate the growth in sculpture and public art initiatives. This construction project will expand the current facility by approximately 15,000 square feet of additional studio space. The building expansion will foster education in sculpture and ceramics and provide studios for the new graduate degree programs while benefitting the cultural development of central Indiana through the public art collaborations. A glass studio is also being planned as a new component of the curriculum that will be included in the expansion project.

Public art is a growing field within the visual arts that provides excellent opportunities for artists with proven experience working in the public realm. Herron is providing this experience and training through a unique educational program that is focused on research and creation of site-specific works of art that are designed for public spaces. It is a collaborative program where faculty and students are engaged with Indiana businesses, civic leaders, public schools, cultural organizations and neighborhoods to create public works of art. Students compete for opportunities to develop "real world" projects under the mentorship of faculty. This type of education is important because it promotes research, collaboration and community engagement beyond traditional studio practice. Few schools in the country combine the theoretical education of public art with professional studio practice and civic engagement. These types of projects require a significant amount of space. The addition to the Sculpture and Ceramics Building will allow Herron to seize more opportunities to build public art partnerships in our community.

Collaborative learning and community partnerships improve the quality of Herron's academic programs and contribute to the cultural richness of Central Indiana. This enhances our state's reputation as a place where creative thinking and innovative ideas are valued.

The building expansion and new facilities for sculpture, ceramics and public art will also raise Herron to a higher level of prestige in the academic world, making recruitment of the top graduate students very competitive. Herron attracts talented, energetic, creative individuals from around the nation and world; many of these students continue to live and thrive in Indiana after graduation and contribute to the intellectual capital of our communities.

The Indiana University Board of Trustees and the Indiana Commission of Higher Education recently approved Herron's new MFA degree programs because of the unique focus of the curriculum and the demand within our state for programs that support cultural development and attracting creative individuals to Indiana. There is no similar programming available to degree-seeking students in Indiana nor is there an arts organization that provides this type of art and design services for local businesses and nonprofits.

On-line and hybrid courses are being offered at Herron through our Art History program. These programs continue to grow and as enrollments increase we add sections to accommodate IUPUI students who can use Art History as a humanities elective for their program of study. Art studio courses cannot be offered on-line so we are limited somewhat to increasing this type of course offerings.

4. What marketing strategies/materials are you planning to develop/disseminate during the coming year?

- a. Who is the intended audience for each?
- b. What do you hope to accomplish with this strategy with this audience?

- c. How much are you planning to spend for each strategy?
- d. How will you tell if your expenditure was worth your investment? [Provide return on investment (ROI) data for past expenditures, if available, and plan to track ROI in the future.]
- We continue to refine our messaging in terms of what differentiates Herron in the marketplace. When we have completed our external focus group process, we will introduce a new suite of undergraduate and graduate recruitment materials for the fall semester recruitment cycle.
- We will continue to serve our various constituencies with our highly popular, electronic newsletter.
- We will continue to promote gallery exhibitions and visiting artist lectures through materials we create.
- We will continue to create press releases about significant accomplishments and happenings related to Herron, its faculty, students and alumni.
- We will continue to serve the IUPUI campus, the IU Foundation, Indiana University and the broader community by providing compelling information and stories, still images and video for communications vehicles, including the Chancellor's newsletter, IUPUI's homepage, Alumni publications, IUF publications and IU homepages, and local and national media outlets, all of which have consistently featured stories that have been generated by Herron.
- The materiality of the outputs is determined on a case by case basis, and often includes interrelated components—for example a traditional exhibition card is supported by calendar listings, press release, newsletter and website articles, Facebook and Twitter feeds, posters and sometimes a catalog or an advertisement in print or on radio.
- We use electronic communication for newsletters, recruitment, donor stories, and student and faculty announcements.
- Small numbers of printed communication pieces are created for recruitment, exhibition announcements and special invitations.
- We do not produce a printed annual report and send a year-end Highlights Report in the form of a letter.
- Generally speaking we continue to move toward social media and electronic communication and away from print—and to a degree, away from email—depending on the constituency.

a. Who is the intended audience for each?

Herron recognizes many audiences including prospective students and their parents, current students, faculty, staff, donors and other university and community stakeholders. Every communication we produce is designed to serve a specific purpose, speaking predominantly to one segment of audience even though it may be used in multiple ways. For example, a story about a current student's achievement is a valuable recruitment tool and demonstrates Herron's excellent stewardship to a donor. "€"

b. What do you hope to accomplish with this strategy with this audience?

Build awareness of school and galleries, recruit students for undergraduate, graduate and community learning programs, attract volunteer involvement and develop philanthropic support of Herron. "€"

c. How much are you planning to spend for each strategy?

With rare exception, Herron produces all its communications in house, so (excepting salaries and benefits of four staff members, which are also split with the development function) an annual budget of \$60 -\$70K sustains production and equips everything related to the Development and External Affairs department’s marketing and communications outputs.

2011 External Affairs and Development Budget (excluding salaries)

Printing	\$20,000
Advertising	\$18,000
Postage	\$25,000
Special Projects	\$5,000

d. How will you tell if your expenditure was worth your investment? [Provide return on investment (ROI) data for past expenditures, if available, and plan to track ROI in the future.]

Herron continues to look for concrete measurements of the efficacy of its communications. We have metrics in place for measuring recruitment responses (via survey), newsletter, Facebook and Twitter reactions (via “click-through” and other rates) and gallery attendance and opinions (via monitors and surveys), but see this as an area for continuous improvement. Here is an example of one marketing effort that we are trying to measure, but we really cannot know the efficacy of this undertaking until we see if we have moved the needle on Herron’s MFA program ranking in *US News and World Report*—a lagging indicator:

Evidence of progress for 2011-2012: The open rates on a series of four informational messages delivered electronically to Herron’s Peer Institutions responding to the U.S. News &World Report survey.

Recipients	Unique Opens	Total Opens
220	91/41.4%	332
219	63/28.8%	164
217	67/30.9%	168
216	57/26.4%	124

External Affairs and Development Staff

Structuring staff as advancement model (The team consists of an Associate Dean for External Affairs, Development Director, Communication and Design Specialist, Videographer and Media Specialist, and Administrative Assistant).

Dean meets weekly with key staff for strategic planning sessions

Staff team is school-based and knows the audiences

Also use the IUPUI and IUB External Affairs Offices

Website ROI is measured.

Statistics for the past month:

12,987 unique visits to our website

7,617 unique visitors to our website

48,507 page visits

00:03:20 average time spend on our website

94.02% of visitors from the U.S. (5.08% from other countries)

47.46% come from search results

26.62% come from referring sites

25.92% go directly to our website

46.83% of website visits are from new visitors

Most visited page is the front page

Second most visited page is the faculty directory

E-Newsletter

Herron's monthly newsletter is electronic, versatile and self-contained.

The newsletters are broad based, not segmented for different audiences.

Newsletters are balanced between development, students, events, stories, faculty, etc. We frequently get feedback that our stories are compelling.

We can track how many are opened and the number of people that click to our website for more information or watch a video.

E-newsletter statistics for the most recent newsletter

- 6,935 recipients
- 18% of the emails are opened
- 193 clicks (times someone clicked a link for more information)

Videos

We have a full time staff member that produces video clips and manages media technology.

Videos are included in direct email newsletters, video gets biggest click on newsletter

The videos are used for donor stories, student highlights, recruitment, community projects, special events, etc.)

They are archived on Vimeo <http://www.vimeo.com/herron>

Social Media

Herron and each of our departments have a Facebook page

Posting on twitter and Facebook creates a dialogue and we link to most recent press releases.

2-4 tweets a day of relevant information

We are creating advocates and ambassadors and teaching faculty to self-publish and get Herron's name attached. Blogs show up in a google search.

High school seniors are "liking" Herron on Facebook

Statistics on Social Media

- 2,000 Followers on Facebook. They are a mix of alumni, students, potential students and community members. Recently we have had a lot of junior and senior high school students adding our page.
- 400 Followers on Twitter. They are a mix of students, friends of Herron, other arts groups and museums, and local media.

Press releases

When sending press releases to the Media always include the visuals and text inside the body of email and also provide attachments (they typically get 200-400 email press releases a day and many only respond if they easily see the content).

Make calls to media contacts after press releases are sent

Identify key people in the media and trade associations that are writing blogs associated with your field

Recruitment

Create printed pieces for undergraduate and graduate programs that encourage website visit.

Specific videos for website are created for purpose of student recruitment.

Create recruitment cards for faculty when they attend conferences and National Portfolio Day recruitment events. (Perforated – one side for faculty member to capture contact information the other side for contact to keep that includes Herron information)

Radio & Television

Trade advertising spots or sponsorships (example: WFYI)

Pitch special topics for shows (Sound Medicine or Inside Indiana Business)

Paid Advertising

Trade magazines that pertain to specific programs/disciplines