

2006-2007 Liberal Arts

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Mission

Mission Statement (see below in the School's Strategic Plan [a copy of the Strategic Plan is attached as PDF file])

IU School of Liberal Arts at IUPUI
Strategic Plan, 2006-2010

In the fall of 2005, this plan was endorsed by the staff, student council, and faculty of the School of Liberal Arts.

As Indiana University's only School of Liberal Arts, we offer the benefits of a small college in combination with the advantages of the large urban research campus that is Indiana University-Purdue University Indianapolis (IUPUI). We are the home of 11 departments, 14 academic programs and six institutes and research centers with national and international reputations for scholarly activity. At the undergraduate level, we offer a range of bachelor's degrees, undergraduate minors, and certificates. At the graduate level, we offer a Ph.D. in Philanthropic Studies, and master's degrees and graduate certificates in several fields. Located in the state capital, we are in a unique position to develop partnerships – in Indianapolis, across the nation, and internationally – as we contribute to social, cultural, and economic development and foster life-long learning and civic engagement.

Our Mission:
Creating and exchanging knowledge that promotes understanding of the human experience.

As one of the premier sites of liberal arts education, scholarship, professional service, and civic engagement in the state of Indiana, the School of Liberal Arts will contribute to the social, cultural and economic development of the state, and will foster life-long learning that engenders commitment to civil society through an engaged and educated citizenry.

Our Core Values:

A liberal arts education is rooted in reflection, teaching and learning, scholarship, and service to people across cultures and over time. To promote a better understanding of a complex world, the School of Liberal Arts builds on this tradition and reflects it in our Core Values:

- **Student learning:** We provide an intellectual climate and curriculum that challenges students to think critically, communicate clearly and achieve in their chosen fields.
- **Diversity:** Diversity encompasses the complexities of human beings and includes but is not limited to race, ethnicity, gender, gender identity, sexual preference, age, physical and mental differences, religious identification, and social class. We believe the educational environment is enhanced when diverse groups of people with diverse ideas come together to learn.
- **Excellence:** We seek excellence -- quality rather than quantity -- in the areas of teaching and learning, research and creative activity, and civic engagement and professional service.
- **Collaboration with the community:** We value civic involvement as way of enriching the academic environment, engaging citizens and enhancing our constituent communities.
- **Interdisciplinary, international and multicultural approaches:** We take a broad perspective on intellectual questions, civic engagement, and the education of students in order to provide a well-rounded education.
- **Stewardship:** We steward the resources of the School of Liberal Arts -- and measure their impact -- in the most effective, efficient, ethical, and timely manner possible.
- **Collegiality:** Students, staff, and faculty are joined in a collaborative partnership characterized by mutual respect to promote the vision and mission of the School of Liberal Arts.
- **Accessibility:** As a public institution, we are dedicated to making a high quality education as accessible as possible for all students through flexible scheduling, loans, scholarships and other means.

Goal 1: The School of Liberal Arts will teach students well, providing them with the academic, technological, and practical skills requisite for meaningful and satisfying lives and careers.

Rationale: We must ensure that our students benefit fully from a liberal arts education and that employers and the general metropolitan Indianapolis community understand that a person with a degree from the School of Liberal Arts is intellectually well-rounded, an effective communicator and a critical thinker.

- Action Steps:**
- Provide a School-wide curriculum that emphasizes the principles of undergraduate learning.
 - Support innovative pedagogies, including technology use, that enhance student learning.
 - Provide opportunities for mentoring in research.
 - Develop departmental and program curricula, internships, and practicum courses that connect students with careers and community partners in and, when appropriate, beyond metropolitan Indianapolis.
 - Support the development of internal and external grant applications in support of teaching and learning.
 - Enhance and pursue new graduate programs, including Ph.D. programs, which serve the needs of our students and community.
 - Attract, retain, and graduate well-prepared and diverse undergraduate and graduate students.

Goal 2: The School of Liberal Arts will be recognized as a center of excellence for both disciplinary and interdisciplinary research and scholarship in the humanities and social sciences.

Rationale: Our central location in the state's capital, at the crossroads of professional, medical, humanistic, and artistic education and within the highly collaborative environment of IUPUI positions us well to develop new fields of interdisciplinary study that complement existing expertise in academic disciplines, thereby creating new knowledge and applying knowledge to better serve our mission.

- Action Steps:**
- Identify and support key disciplinary and interdisciplinary niches where the School has the opportunity to do innovative work, at the national and international levels.
 - Increase the level of external support received by faculty by providing information on potential funding sources and assisting with proposal preparation, monitoring and reporting functions.
 - Identify standards of quality research and creative activity within the School and uphold these standards for all faculty with research expectations.

Goal 3: The School of Liberal Arts will seek and build partnerships that shape and support its constituent communities.

- Rationale:** Community partnerships are vital if we are to provide real-world learning for our students, alumni, faculty and staff, and if they, in turn, are to deliver the benefits of the liberal arts to those we serve.
- Action Steps:**
- Define, identify, and develop the multiple professional and geographic communities that are to be served by the School.
 - Develop new knowledge and understanding through applied research partnerships within the public and private sectors and among non-profits.
 - Integrate civic engagement and experiential learning into classroom practice and research that has practical applications for community needs.
 - Extend our civic engagement activities internationally.
 - Support and reward staff, faculty and students for their efforts to develop community partners.
 - Strategically communicate how the expertise and informed perspectives of a liberal arts-educated person are a valuable asset for any community.
 - Actively steward community partnerships through recognition activities and similar means.
 - Assess our international exchange and study abroad programs and develop a plan to expand them.

Goal 4: The School of Liberal Arts will provide a learning and work environment that welcomes top caliber, highly qualified and diverse individuals and promotes opportunities for individual growth.

Rationale: Only by attracting and retaining top talent can we achieve our goals.

- Action Steps:**
- Create a physical environment that is attractive, functional, and supportive of student learning, staff and faculty development, and community engagement.
 - Ensure that pay and benefits are appropriate to attract and retain an excellent full-time and associate faculty and staff.
 - Maintain and enhance technological resources that serve the needs of our students, faculty, and staff.
 - Provide regular staff/faculty training opportunities so that employees can function at the highest levels of proficiency.
 - Provide regular staff/faculty social interactions that minimize hierarchical structures and create a collaborative environment.
 - Encourage and reward staff/faculty collaborations.

Goal 5: The School of Liberal Arts will maximize its resources to further its mission and pursue its strategic development.

Rationale: The School must be a responsible steward of its state and private resources.

- Action Steps:**
- The Dean's Office and appropriate faculty and staff committees work together to set priorities and implement the strategic plan.
 - Make strategic investments, pursue promising opportunities, and utilize existing resources as effectively as possible.
 - Review all programs and departments to ensure that they are functioning at the highest levels of efficiency in support of the School's mission and the goals of this strategic plan.
 - Increase philanthropic giving to support the priorities of the strategic plan.
 - Increase the number of majors, graduate students, and credit hours taught in a manner that maximizes revenue but also maintains the quality of students and programs.
 - Promote, support and reward growth in external funding that supports the strategic plan.
 - Develop strategic recruitment activities to attract new students.

Goal 6: The School of Liberal Arts will better communicate its purpose and value to its constituent communities.

- Rationale:** If we are to attract funding, employees, partners, and students, our purpose and benefits must be widely understood and accepted.
- Action Steps:**
- Consider renaming the School.
 - Actively brand a new name, or the current name, with all constituents.
 - Leverage existing and new relationships with corporate, nonprofit and government leaders to create vocal advocates for the humanities and social sciences.

Goals and Objectives

Goal 1: IU School of Liberal Arts – Strategic Plan (2006-10) – The School of Liberal Arts will teach students well, providing them with the academic, technological, and practical skills requisite for meaningful lives and careers. Rationale: We must ensure that our students benefit fully from a liberal arts education and that employers and the general metropolitan Indianapolis community understand that a person with a degree from the School of Liberal Arts is intellectually well-rounded, an effective communicator, and a critical thinker.

Objective 1 (articulated as Action Step in Goal 1 of the School's Strategic Plan): Provide a school-wide curriculum that emphasizes the principles of undergraduate learning.

Campus Planning Theme: Teaching and Learning
Secondary Goals:
Sub Unit: None

Time Frame: Ongoing
<p>Actions taken for 2006-2007:</p> <p>In 1998, the IU School of Liberal Arts adopted "A Principled Curriculum." The Principles of Undergraduate Learning are embedded throughout this curriculum. Since that time our Undergraduate Curriculum and Standards Committee, the Common Core Curriculum Committee (when it was active), and other faculty bodies as well as individual faculty, have worked to support and develop a curriculum that is consistent with the Principles of Undergraduate Learning. Much energy and careful thought went into the General Education plan developed for the IUPUI campus at the behest of the IU Board of Trustees.</p>
<p>Evidence of Progress for 2006-2007:</p> <p>The IU School of Liberal Arts in collaboration with the Survey Research Center is in the process of developing an online version of the Graduating Senior Survey (considerations of privacy as well as the goal to achieve a high response rate create considerable challenges; plans to link the Graduating Senior Survey with Oncourse CL had to be abandoned because of the recent difficulties with that program).</p> <p>In the Graduating Senior Survey the IU School of Liberal Arts asks its graduating students to complete a series of surveys and to write short reflections on two of IUPUI's six Principles of Undergraduate Learning. The students choose the two PULs on which they will write. Their written comments are evaluated by faculty who are members of the School's Committee on Teaching and Advising.</p>
<p>Activities planned for 2007-2008:</p> <p>The IU School of Liberal Arts not only continues to support the Principles of Undergraduate Learning (PUL) through appropriate faculty and administrative committees but also took an active role in the campus-wide discussion following the IU trustees' mandate of articulating and implementing general education on all Indiana University campuses and in the various efforts to facilitate articulation and transferability of courses university-wide and across Indiana. The school also continues to contribute to the campus-wide discussion about the enrollment-shaping initiative that is a critical component of IUPUI's Academic Plan. Those discussions are centered in the school's 11 department and its academic programs (13 undergraduate programs [degrees, minors, and certificates] and 7 graduate programs [certificates, MAs, PhD tracks, and PhD]) and are addressed in considerable detail in the academic program reviews. School-wide those issues are addressed by several of the committees of the Faculty Assembly, especially, Teaching and Advising and Undergraduate Curriculum and Standards committees.</p>
<p>Ⓢ Objective 2 (articulated as Action Steps under Goals 1 and 3 of the School's Strategic Plan): Support innovative pedagogies, including technology use, that enhance student learning.</p> <p>Campus Planning Theme: Teaching and Learning, Best Practices Secondary Goals: Sub Unit: None Time Frame: Ongoing</p>
<p>Actions taken for 2006-2007:</p> <p>The IU School of Liberal Arts had three "Online Fellows."&nbsp;The School maintains technology in its common spaces and it maintains instruction-centered technology labs. The School is also represented on the Oncourse Priorities and Technology committees. On both committees the School's representatives made strong cases for faculty input before the introduction of programs and technologies with significant impact on teaching and learning.</p>
<p>Evidence of Progress for 2006-2007:</p> <p>In process: Several courses and programs, especially in Communication Studies and Geography, have been developed for online delivery. Detailed assessment of the learning outcomes in those courses and programs form the basis for refining and expanding online courses. The IU School of Liberal Arts expanded the number of its "Online Fellows" from two to three.</p>
<p>Activities planned for 2007-2008:</p> <p>The IU School of Liberal Arts is actively involved in integrating Oncourse CL fully and effectively into all of its courses (in Spring 2006 the School devised an assessment measure for students to evaluate their use of Oncourse Original and Oncourse CL). Discussions are underway concerning which courses (in terms of level, discipline, demand) and program are especially suited for online or "hybrid" online-classroom delivery or for delivery in a compressed time frame (8 weeks as opposed to the typical 16-week format). The recent serious difficulties with the functionality of Oncourse CL, especially for online courses, demands a rethinking of the ways in which that program can play a role in the School's plans for expanding online and other alternative-format course offerings.</p>
<p>Ⓢ Objective 3 (articulated as Action Step under Goal 1 of the School's Strategic Plan): Provide opportunities for mentoring in research.</p> <p>Campus Planning Theme: Teaching and Learning, Best Practices Secondary Goals: Sub Unit: None Time Frame: Ongoing until goal is achieved.</p>
<p>Actions taken for 2006-2007:</p> <p>In process: The School had made a convincing case for research in the humanities and social sciences. As a result faculty have been able to encourage Liberal Arts students to take advantage of the opportunities for undergraduate research, especially in the Honors Program, UROP and McNair (the latter two administered by the Center for Research and Learning).</p> <p>A variety of scholarships in the School, foremost among them the Masarachia Program, offer opportunities for mentoring in research.</p>
<p>Evidence of Progress for 2006-2007:</p> <p>Increased national competition for scholarships with significant mentoring components; increased on-campus demand for scholarships and courses with effective mentoring components. The creation of two scholarships in support of students with interests of study at Moi University, Kenya, is one outstanding example.</p>
<p>Activities planned for 2007-2008:</p> <p>In process: Continuation, and as opportunities arise, expansion of already established successful programs. The hire of a Public Scholar for African America with a focus on undergraduate research in 2007 is crucial for developing and implementing plans to attract and support students of underrepresented backgrounds to embrace and excel in research across the curriculum.</p>
<p>Ⓢ Objective 4 (articulated as Action Step under Goal 1 of the School's Strategic Plan): Develop departmental and program curricula, internships, and practicum courses that connect students with careers, community partners in metropolitan Indianapolis and, when appropriate, beyond metropolitan Indianapolis.</p> <p>Campus Planning Theme: Teaching and Learning, Best Practices, Civic Engagement Secondary Goals: Sub Unit: None Time Frame: Ongoing</p>
<p>Actions taken for 2006-2007:</p> <p>The IU School of Liberal Arts continues to actively encourage faculty participation in various initiatives that will connect students with careers, community partners, and so on. Planning about a slight reorganization of the Office for Students to allow for expanded career planning in addition to (academic) advising.</p>
<p>Evidence of Progress for 2006-2007:</p> <p>The campus awarded the IU School of Liberal Arts&nbsp;a substantial grant to increase the number of internships available to students. Two faculty members have been charged with a self-study which will form the basis for concerted efforts to offer students the most appropriate internships and practica at the best time in the curriculum to positively affect careers and community partnerships.&nbsp;Internships will be linked to increased attention to career development counseling in the Office of Student Affairs, and the School will create fellowships to support students who normally can not afford to take on unpaid internships.</p> <p>With respect to international activities, our baseline is Fall 2005. Currently, the IU School of Liberal Arts supports the following Study Abroad Programs—ranging from short-term to semester and year-long exchanges: Australia, Cuba, Dominican Republic; Finland (under discussion),&nbsp;France (Strasbourg); Germany; Greece; Japan; Jordan, Kenya Poland; Slovenia (under discussion); Russia; Spain (Salamanca); Thailand (under discussion); UK (Derby and Newcastle, also Scotland).</p>
<p>Activities planned for 2007-2008:</p> <p>Continue the above. Many of the departments and programs are seeking to establish or expand service learning opportunities for students at the introductory course level as well as in upper-division classes. The School has established a record of successful participation in the Center for Service and Learning. In addition, departments and programs are reviewing the curriculum, especially for the required first and final courses in the major, in order to include segments that address career issues and options. As the revision of the web site of the School's nears completion and once the template for departmental web pages can be used, departments and programs are much better prepared to include and update career information on their respective sites, too.</p> <p>The IU School of Liberal Arts will develop and utilize the automated "EASE" system in partnering with the Campus Solution Center to respond to opportunities for internships and practica that emanate from our community and business partners.</p>
<p>Ⓢ Objective 5 (articulated as Action Step under Goal 1 of the School's Strategic Plan): Support the development of internal and external grant applications in support of teaching and learning.</p> <p>Campus Planning Theme: Teaching and Learning Secondary Goals: Sub Unit: None Time Frame: 2006-2010</p>
<p>Actions taken for 2006-2007:</p> <p>The IU School of Liberal Arts faculty have actively sought internal and external grants to support teaching and learning.</p>
<p>Evidence of Progress for 2006-2007:</p> <p>The federal grant Teaching American History (awarded to the Department of History) is rooted in the discipline, is interdisciplinary in that it draws on faculty in the IU School of Liberal Arts and the School of Education, and it is far-reaching in its impact because it involved significant numbers of teachers in central Indiana.</p> <p>IU School of Liberal Arts faculty have been actively involved in a variety of initiatives and workshops that are especially geared toward gateway courses (typically sponsored and/or conducted by or in cooperation with University College and the Center for Teaching and Learning).</p>
<p>Activities planned for 2007-2008:</p> <p>Continue to seek course transformation and other grants, especially for those courses that are critical in the retention of students and by those faculty most intensively involved in the teaching of gateway courses.</p> <p>The Associate Dean of Academic Affairs, with the help of the IU School of Liberal Arts' grants analyst, is exploring ways to efficiently track those internal grants that support teaching and learning but that are not readily captured in the current routing process.</p>
<p>Ⓢ Objective 6 (articulated as Action Step under Goal 1 of the School's Strategic Plan): Enhance and pursue new graduate programs, including Ph.D. programs, which serve the needs of our students and community.</p> <p>Campus Planning Theme: Teaching and Learning Secondary Goals: Sub Unit: None Time Frame: Ongoing</p>

The Associate Dean for Research and Graduate Programs of the IU School of Liberal Arts has lent support to several Departments that pursued new programs. Three programs, Museum Studies, GIS, and Philosophy received small grants for the Council of Graduate Schools for assistance in implementing their programs.

A new M.A. was implemented in Political Science. As of Fall 2007, the IU School of Liberal Arts offers 1 Ph.D., 13 M.A. degrees and 5 Graduate Certificates. Had the planned re-integration of Journalism into the School been implemented, this development would have added a professional degree to the School's roster of graduate programs and two graduate certificates.

Some departments, especially after positive academic reviews and also in preparation of program reviews are seriously exploring the feasibility of Ph.D. programs (Health Economics; Public History and Medical Sociology); Anthropology is pursuing a M.A. program

- Secondary Goals:**
Sub Unit: None
Time Frame: Ongoing

(See also [Objective 5](#) [articulated as Action Step in *Goal 5* of the School's Strategic Plan]).

Because lecturers are more likely to be available for student-faculty interaction than associate faculty, and because they are in a better position to be supervised, mentored, and developed in their roles as educators, the IU School of Liberal Arts continues to replace associate faculty with full-time lecturers. In order to attract the most suitable associate faculty and to retain well qualified lecturers the School revised its salary policy, making associate faculty pay more competitive and bringing summer school pay for lecturers more in line with the rest of the full-time faculty. The high caliber of lecturers is evident in the annual promotion of several lecturers to senior lecturers on the basis of demonstrated excellence in teaching. In some exceptional cases qualified lecturers have made the transition to tenure-track assistant professor positions possible.

In 2006-07, the IU School of Liberal Arts One-Year Retention Rate (Fall to Fall) was: all Undergraduates – 75% (Freshman/Sophomore – 69%; Junior/Senior – 77%)

The IU School of Liberal Arts has adopted a goal of having an overall undergraduate retention rate of 85% by 2010 (See also *Goal 5, Action Step (Objective 5)*).

Diversity of Liberal Arts Students (Fall 2007):

Ethnicity		 in percent
Native	American	 10
Asian		4
African	American	8
Hispanic		8
International		 6
White		77
Unspecified		2
 	 	
 	 	
 	 	

Continue the above, enhance and expand as opportunities arise.

- Secondary Goals:**
Sub Unit: SLA academic departments, programs, and research and resource centers
Time Frame: Ongoing

The IU School of Liberal Arts has supported research endeavors that have strong applied components, ranging from the publication of scholarly editions of major American writers to analyses of environmental policies that regulate the use and distribution of water in North American and Europe, in addition to health-related issues such as the economic impact of obesity and health insurance

One key niche for the IU School of Liberal Arts involves life and health sciences. This focus is reflected in the research interests of the faculty—new as well as long-standing—and the curriculum, as is especially manifest in several of the School's graduate programs, particularly efforts to design and implement PhD programs in Health Economics and Medical Sociology.

Activities planned for 2007-2008:

In process: Continuation of the direction and initiatives described above.

- ☒ Objective 2 (articulated as Action Step in Goal 2 of the School's Strategic Plan): Increase the level of external support received by faculty by providing information on potential funding sources and assisting with proposal preparation, monitoring and reporting functions.

Campus Planning Theme: Research, Scholarship and Creative Activity

Secondary Goals:

Sub Unit: None

Time Frame: Ongoing

Actions taken for 2006-2007:

The IU School of Liberal Arts, through the Office of the Associate Dean for Research and Graduate Studies and the Office of Development and External Affairs, continues to support grants development.

Evidence of Progress for 2006-2007:

Breakdown of external funding in 2005-2006 and 2006-2007:

Agency Type	2005-2006			2006-2007		
	Count	Indirect Cost	Total Award	Count	Indirect Cost	Total Award
Commercial For Profit	7	\$62,834	\$336,819	10	\$135,744	\$625,692
Federal	14	\$47,119	\$182,023	24	\$280,843	\$964,199
Foundations	17	\$98,841	\$4,597,130	11	\$11,825	\$40,268,825
Higher Education	5	\$30,298	\$361,026	9	\$78,032	\$458,539
Non-Profit	11	\$126,432	\$1,357,696	12	\$2,644	\$51,935
Other Governmental	4	\$53,896	\$642,568	4	\$49,140	\$404,713
State of Indiana	6	\$259,232	\$1,527,349	9	\$52,429	\$497,699
Total	64	\$678,732	\$9,004,411	79	\$660,657	\$543,711,602

Activities planned for 2007-2008:

The School hired a grants analyst to assist in grant development and monitoring.

- ☒ Objective 3 (articulated as Action Step under Goal 2 of the School's Strategic Plan): Identify standards of quality research and creative activity within the School and uphold these standards for all faculty with research expectations.

Campus Planning Theme: Research, Scholarship and Creative Activity, Best Practices

Secondary Goals:

Sub Unit: None

Time Frame: Ongoing

Actions taken for 2006-2007:

Since the Dean initiated discussion in 2005 with department Chairs and program and center Directors about the most appropriate measures of excellence in research, scholarship, and creative activity, the resulting "measures of excellence in research" have been applied successfully in 2006-2007 for a summary of achievements, see below).

Evidence of Progress for 2006-2007:

Altogether the faculty published well over 80 articles in refereed academic and professional journals, discipline-specific encyclopedias and handbooks; 45 chapters in books and anthologies; several multi-medial presentations, including videos; 6 scholarly journals; 25 text(book)s; and 28 books (this is drawn from the 2006 FARs). (The [report on research excellence](#) reveals the publication highlights in the most reputable presses and highly ranked professional and scholarly journals.)

<p>Activities planned for 2007-2008:</p> <p>⊗ Goal 3: The School of Liberal Arts will seek and build partnerships that shape and support its constituent communities. Rationale: Community partnerships are vital if we are to provide real-world learning for our students, alumni, faculty and staff, and if they, in turn, are to deliver the benefits of the liberal arts to those we serve.</p> <p>⊗ Objective 1 (articulated as Action Step under Goal 3 of the School's Strategic Plan): Define, identify, and develop the multiple professional and geographic communities that are to be served by the School.</p> <p>Campus Planning Theme: Research, Scholarship and Creative Activity, Best Practices, Collaboration</p> <p>Secondary Goals:</p> <p>Sub Unit: None</p> <p>Time Frame: Ongoing</p>	
<p>Actions taken for 2006-2007:</p> <p>The IU School of Liberal Arts serves a variety of constituents, within the School, on Campus, across the University, and in local, national and international communities. &nbsp;We have spent the past year defining those constituents and determining how we can best serve them. Of special interest and focus were connections that targeted diversity and internationalization.</p>	
<p>Evidence of Progress for 2006-2007:</p> <p>The continuing systematic inventorying of internship and practicum opportunities for undergraduate and graduate students will also reflects the range of the various communities that are served by the IU School of Liberal Arts, reaching from strategic partnerships in Kenya, China, and Mexico to courses that are open to students who are incarcerated.</p>	
<p>Activities planned for 2007-2008:</p> <p>The Steering Committee that coordinates and advises the CTE-funded recruitment of three public scholars in African America is the most outstanding example of how the School serves various professional communities on and off campus. The active involvement of the School in bringing a Confucius Institute to IUPUI is another outstanding development.</p> <p>⊗ Objective 2 (articulated as Action Step under Goal 3 of the School's Strategic Plan): Develop new knowledge and understanding through applied research partnerships within the public and private sectors and among non-profits.</p> <p>Campus Planning Theme: Research, Scholarship and Creative Activity, Best Practices, Civic Engagement, Collaboration</p> <p>Secondary Goals:</p> <p>Sub Unit: None</p> <p>Time Frame: Ongoing</p>	
<p>Actions taken for 2006-2007:</p> <p>A faculty member of the School played an instrumental role in launching the IUPUI campus TRIP—translating research into practice—initiative. The research faculty of the IU School of Liberal Arts has taken up that call and is working on identifying and highlighting those projects that fit the description of TRIP and impact of which extends from the academy into the community.</p>	
<p>Evidence of Progress for 2006-2007:</p> <p>In process: A growing inventory of research projects that fit the category of TRIP has been posted on the internet. In the campus-wide showcasing of successful TRIP projects one of the Public Scholars in Museum Studies, the School of Education, and the Children's Museum, Assistant Professor Elee Wood, represented the IU School of Liberal Arts.</p>	
<p>Activities planned for 2007-2008:</p> <p>In process: Inventorying and highlighting TRIP projects in the IU School of Liberal Arts.</p> <p>⊗ Objective 3 (articulated as Action Steps under Goals 1 and 3 of the School's Strategic Plan): Integrate civic engagement and experiential learning into classroom practice and research that has practical applications for community needs.</p> <p>Campus Planning Theme: Research, Scholarship and Creative Activity, Best Practices, Civic Engagement, Collaboration</p> <p>Secondary Goals:</p> <p>Sub Unit: None</p> <p>Time Frame: Ongoing</p>	
<p>Actions taken for 2006-2007:</p> <p>In process; see also Goal 1, Action Step (Objective 4).</p>	
<p>Evidence of Progress for 2006-2007:</p> <p>The work of an upper-level course in urban Anthropology focused on predatory mortgage lending on the near east side of Indianapolis (the ONE neighborhood). This is one example of successful integration of civic engagement and experiential learning into classroom practice. &nbsp;</p>	
<p>Activities planned for 2007-2008:</p> <p>In Process: A comprehensive inventory of courses that include experiential learning components focused on civic engagement and with application on community needs such as courses in urban Anthropology. Students, advisors, faculty and staff, and the public at large will be able to access information about those courses on the revised web site of the IU School of Liberal Arts.</p> <p>⊗ Objective 4 (articulated as Action Step under Goal 3 of the School's Strategic Plan): Extend our civic engagement activities internationally.</p> <p>Campus Planning Theme: Best Practices, Civic Engagement, Collaboration</p> <p>Secondary Goals:</p> <p>Sub Unit: None</p> <p>Time Frame: Ongoing</p>	
<p>Actions taken for 2006-2007:</p> <p>The School has embraced the "internationalization" of IUPUI and is taking an active role in exploring, expanding, and implementing the strategic initiatives of the campus concerning exchanges with Kenya, China, Mexico, India, and Europe, which include civic engagement activities. Its BA in International Studies has proven popular and successful and this program is especially active in promoting study abroad opportunities—including those with service learning components. The School supports the campus goal of including study abroad as one crucial option of the undergraduate experience at IUPUI.</p>	
<p>Evidence of Progress for 2006-2007:</p> <p>In process; see also Action Step under Goal 1 (Objective 6).</p>	
<p>Activities planned for 2007-2008:</p> <p>In process: Several faculty members are actively engaged in international activities, as indicated above and by information presented under Action Step under Goal 1 (Objective 4). We anticipate to extend these efforts and to promote more civic engagement as an integral part of the study abroad experience.</p> <p>⊗ Objective 5 (articulated as Action Step under Goal 3 of the School's Strategic Plan): Support and reward staff, faculty and students for their efforts to develop community partners.</p> <p>Campus Planning Theme: Best Practices, Campus Climate for Diversity, Collaboration</p> <p>Secondary Goals:</p> <p>Sub Unit: None</p> <p>Time Frame: Ongoing</p>	
<p>Actions taken for 2006-2007:</p> <p>In process: The School supported faculty in their efforts to identify and work with community partners, especially those who did so in collaboration and with support from the Center for Service and Learning. Faculty members in the Anthropology, Communication Studies, and Sociology departments continue to be particularly active in this initiative and in so doing serve as models for other departments and academic programs.</p> <p>Numerous generous scholarships have been developed with a community collaboration component.</p>	
<p>Evidence of Progress for 2006-2007:</p> <p>In process: The IU School of Liberal Arts continues to support faculty in their efforts to maintain good relationships with community partners, especially in those cases in which the Center for Service and Learning (CSL) cut funding significantly and on very short notice for projects designed to develop over several years.</p> <p>The Masarachia Scholarship Program (4 years, full tuition) and the Loretta Lunsford Scholarship program each promote community partnerships. Several other scholarships likewise include service components that may translate to community volunteerism.</p> <p>The public scholars program continues to grow, with the addition of three new faculty in the area of African American and African Diaspora Studies. A new scholarship program is under development that will include internships and service learning.</p> <p>Partnerships with local organizations include inviting visiting lecturers, collaborations with external organizations towards a common goal (the Inside Out Program, a course taught at the Plainfield Correctional Center), local museums and arts organizations, local labor unions, senior citizen centers, hospitals and social service organizations.</p> <p>The annual Internship luncheon regularly attracts 35-40 attendees. Community partners are seated with their student interns and the faculty mentors and are publicly thanked for their continued support.</p>	
<p>Activities planned for 2007-2008:</p> <p>The "Inside-Outside" teaching initiative that piloted a very successful class with students who are incarcerated and those who attend IUPUI without any restrictions is a partnership between faculty of SPEA and the IU School of Liberal and will be continued and expanded. In addition, the success of this cooperative and transformative program has led to the organization of a national conference centered on this initiative in 2008.</p> <p>Similarly, the Teaching American History grants awarded to the Department of History have provided the foundation for building valuable relationships with the communities in the school districts targeted for these initiatives in central Indiana. Plans are to extend and expand those programs.</p> <p>⊗ Objective 6 (articulated as Action Step under Goal 3 of the School's Strategic Plan): Strategically communicate how the expertise and informed perspectives of a liberal arts-educated person are a valuable asset for any community.</p> <p>Campus Planning Theme: Best Practices, Civic Engagement</p> <p>Secondary Goals:</p> <p>Sub Unit: None</p>	

<p>Time Frame: Ongoing</p> <hr/> <p>Actions taken for 2006-2007:</p> <p>The Assistant Dean for Development and External Affairs has monthly meetings with media relations representative assigned to Liberal Arts to discuss story ideas and placement. She also arranges additional meetings as needed when events or topics require.</p> <p>There is a regular review of news releases to ensure proper citations of the School of Liberal Arts.</p> <p>We remind staff and faculty of availability of self-reporting mechanism on the web page. There are frequent updates of web information.</p> <p>We consult with staff, faculty and students on optimal ways of "getting the word out" on stories and announcements that raise awareness.</p> <p>We report all faculty, staff, student activities through Jagnews, Inside IUPUI, and other internal reporting mechanisms.</p> <p>We continue to offer symposia and forums that connect Liberal Arts to the community. These include: The Keith Bulen Symposium on American Politics - a community forum to examine timely political issues; the Annual Sprit and Place Civic Festival, a collaboration of religious, educational, social and arts organizations; the Rufus Reiberg Reading Series, bringing poets and novelists to campus to read from their work and interact with students and community audiences; the John D. Barlow Lecture in the Humanities, which brings internationally known scholars to IUPUI; and the annual Joseph T. Taylor Symposium provides a venue for discussion of timely urban issues. The Summer Archaeological Field School involves students and community residents and receives local (and often wider) media coverage. Additionally, the School hosts its Sabbatical Speakers Series featuring the research initiatives from faculty sabbatical work of the prior year.</p> <p>We publish a thrice yearly newsletter highlighting alumni and faculty news and contributions to the community.</p> <p>We publish a monthly e-newsletter with more immediate news and announcements that goes to nearly 1500 alumni and others.</p> <p>We provide a monthly "tip sheet" called FYI-Liberal Arts to key members of the IUPUI leadership.</p> <p>We are supplying content for JagTV.</p> <hr/> <p>Evidence of Progress for 2006-2007:</p> <p>Liberal Arts faculty frequently provide expert commentary and analysis on events through regular outlets like "Consider This."</p> <p>Faculty also provide interviews with local television and newspaper media, as needed. Some have become favorite resources for media because of their willingness to provide expert commentary on short notice.</p> <p>Media relations staff now consistently include the school's name in press releases and work with media to ensure its inclusion in published articles.</p> <p>Anecdotal evidence indicates that these efforts are having an effect in the public's awareness that the Liberal Arts are at the hear of IUPUI.</p> <hr/> <p>Activities planned for 2007-2008:</p> <p>We are actively engaged in activities that will raise our profile among our own faculty and staff such that when they engage in&nbsp;presentation of all different kinds&nbsp;their affiliation with the School of Liberal Arts is&nbsp;noted. The Sabbatical Speakers Series, Deans' Day, Taylor Symposium and Reiberg Series are ongoing efforts. Added to these will be a 10 day residency program hosted by the English department for the American Shakespeare Center, featuring productions of three plays, workshops and symposia on Shakespearean performance. A new web site is under construction and will be launched in fall 2007.&nbsp;Active planning is underway for coordinating the Liberal Arts message with the campus' Impact campaign. Adoption of the Integrated Image.&nbsp;support of departmental and program public offerings in the form of lectures, symposia and public discussions.</p> <p>We continue to publish our newsletter sent to all alumni, donors, faculty and staff.&nbsp;We continue the e-newsletter and FYI-Liberal Arts. We continue to work with campus media relations to keep them apprised of the multiple accomplishments or faculty, students and staff and of activities which not only enhance community life, but that of students, staff and faculty as well. Plans are underway for Deans' Day, a collaboration with the PU School of Science.</p> <p>A free lance writer with national media experience has been assigned to work with the school to develop story placement in national media.</p> <p>Increase use of JagTV.</p>	<p>⑧ Objective 7 (articulated as Action Step under Goal 2 of the School's Strategic Plan): Actively steward and celebrate community partnerships through recognition activities and similar means. Campus Planning Theme: Teaching and Learning, Best Practices, Civic Engagement, Collaboration Secondary Goals: Sub Unit: None Time Frame: Ongoing</p> <hr/>
<p>Actions taken for 2006-2007:</p> <p>In process: Active participation of select community leaders in the selection process of the Public Scholars in African America and as members of the Steering Committee for the activities of those faculty members.</p> <hr/> <p>Evidence of Progress for 2006-2007:</p> <p>Positive comments from community leaders and members concerning the efforts of the School to make the selection process of the Public Scholars in African America open and inclusive.</p> <hr/>	<p>Activities planned for 2007-2008:</p> <p>In process: Preparatory steps for developing measures of excellence in civic engagement, including discussions about how best to celebrate successful community partnerships and how to reward efforts to design, develop, and maintain those partnerships over time.</p> <p>⑧ Objective 8 (articulated as Action Step under Goal 3 of the School's Strategic Plan): Assess our international exchange and study abroad programs and develop a plan to expand them in a coordinated and complementary fashion. Campus Planning Theme: Best Practices, Civic Engagement, Collaboration Secondary Goals: Sub Unit: None Time Frame: Ongoing</p> <hr/>
<p>Actions taken for 2006-2007:</p> <p>Strategic partnerships with Moi University, Kenya, and Sun Yat-Sen University, China; creation of exchanges with Hakouh University, Japan; Newcastle University, UK.</p> <hr/> <p>Evidence of Progress for 2006-2007:</p> <p>Formal agreements were signed with Moi University, Kenya; Hakouh University, Japan. See also Action Step under Goal 1 (Objective 4).</p> <hr/>	<p>Activities planned for 2007-2008:</p> <p>The IU School of Liberal Arts is cooperating closely with the Office of International Affairs to meet this objective, especially developing concerted plans for the implementation of the strategic international exchanges (for faculty and students) in Africa, China, and Mexico; and exchanges with Heilbronn and Regensburg universities in Germany and Abo Akademi in Finland.</p> <p>The Confucius Institute at IUPUI is to open officially in April 2008 and the school is taking an active part in developing programs that complement this development, especially Chinese Language and Culture Studies and China Studies.</p>
<p>⑧ Goal 4: The School of Liberal Arts will provide a learning and work environment that welcomes top caliber, highly qualified and diverse individuals and promotes opportunities for individual growth. <i>Rationale: Only by attracting and retaining top talent can we achieve our goals.</i></p> <p>⑧ Objective 1 (articulated as Action Step under Goal 4 of the School's Strategic Plan): Create a physical environment that is attractive, functional, and supportive of student learning, staff and faculty development, and community engagement. Campus Planning Theme: Teaching and Learning, Campus Climate for Diversity, Collaboration Secondary Goals: Sub Unit: None Time Frame: Ongoing</p> <hr/>	<p>Actions taken for 2006-2007:</p> <p>We have&nbsp;actively participated in activities to upgrade classrooms, working closely with the Learning Environments Committee.</p> <hr/>
<p>Evidence of Progress for 2006-2007:</p> <p>Classrooms have been upgraded as follows: CA231, Summer 2004; CA201, CA237, CA411, Summer 2005; CA219, CA223, CA225, CA235, Summer 2006.</p> <p>Construction of the sky-bridge is near completion and we have funding in place to provide new furnishings to the 2nd and 3rd floor lobbies of CA. New carpeting is scheduled to be laid at the entrance of the sky-bridge. Negotiations are in process for other upgrades to learning spaces in CA.</p> <hr/>	<p>Activities planned for 2007-2008:</p> <p>The IU School of Liberal Arts will continue to work with the Learning Environments Committee to upgrade our classrooms and other space. With a new artery in place, linking Cavanaugh Hall (CA) with the new Campus Center, we are working with the University Architects Office, the Learning Environments Committee, and other groups, including students, to significantly enhance the 2d, 3d, and 4th floor lobbies of CA. We are also working with Communications and Marketing to install flat-screen tv's in CA lobby areas and are developing contend for use on those screens. In addition, new offices will be created in CA415-17, and the Speakers Lab will be moved to renovated space in CA001G.&nbsp;</p> <p>⑧ Objective 2 (articulated as Action Step under Goal 4 in the School's Strategic Plan): Ensure that pay and benefits are appropriate to attract and retain a diverse and excellent full-time and associate faculty and staff. Campus Planning Theme: Best Practices, Campus Climate for Diversity, Collaboration Secondary Goals: Sub Unit: None Time Frame: Ongoing</p> <hr/>
<p>Actions taken for 2006-2007:</p> <p>Representatives of the IU School of Liberal Arts participated actively in the campus initiative concerning flexibility in the policies and procedures that govern faculty and staff.</p> <hr/> <p>Evidence of Progress for 2006-2007:</p>	

Based on the 2006 survey that measured staff satisfaction at IUPUI (this is the most recent survey available), the IU School of Liberal Arts staff gave the unit above-average marks in three categories (understanding the connection between staff’s work and unit’s goals; recognition for work done well, and overall job satisfaction) and well above average marks in regard to development opportunities, staff morale, and the clarity of the unit’s objectives and plans. Staff expressed concern about the technology available to them to get their work done and they voiced grave concerns about the low levels of staff salaries.

Based on the 2005 survey that measured faculty satisfaction at IUPUI (the 2005 survey is the most recent available), the IU School of Liberal Arts faculty are generally in line with the level of satisfaction expressed by their colleagues across campus. There were no areas in which SLA faculty were more satisfied than their IUPUI peers and several where they expressed considerable concerns: foremost among them the level of salary levels; followed by low overall job satisfaction and low faculty morale in the unit and the inadequacy of recognition for teaching as well as research and scholarly activities.

Diversity of the Liberal Arts staff as measured in Fall 2007 remains overwhelmingly female (76%): in the professional staff ranks (81; 67% female; minority: 11%) and in the clerical staff ranks (57; 91% female; 18% minority. Out of the total 142 staff members 13 percent are identified as minority appointments.

Diversity of the Liberal Arts full-time faculty as measured in Fall 2007 is distributed as follows: Among the 62 lecturers 56 percent are female and 13 percent belong to a minority, among the 26 assistant professors 50 percent are female and 31 percent belong to a minority, among the 64 associate professors 45 percent are female and 22 percent belong to a minority, and among the 57 full professors 30 percent are female and 5 percent belong to a minority.

Activities planned for 2007-2008:

The IU School of Liberal Arts continues to participate actively in the committee charged with advancing the campus initiative concerning flexibility in the policies and procedures that govern faculty and staff.

- ⓧ Objective 3 (articulated as Action Step under Goal 4 of the School’s Strategic Plan): Maintain and enhance technological resources that serve the needs of our students, faculty, and staff.
Campus Planning Theme: Teaching and Learning, Research, Scholarship and Creative Activity, Best Practices, Collaboration
Secondary Goals:
Sub Unit: None
Time Frame: Ongoing

Actions taken for 2006-2007:

The IU School of Liberal Arts actively supports a three-year life cycle for the upgrade of its technology. The School continues to support the operation, maintenance and enhancement of student technology centers. These include, Visual Language Lab, CommTech Lab, Composition by Computers Lab, Multimedia, Language Resource Center, Speakers Lab, and the Social Science Computer Classroom.

The Speaker’s Lab, which primarily serves the needs of R110 students has moved operations to CA001G in newly remodeled offices that leverage modern digital technologies to enhance course activities. The IU School of Liberal Arts has invested over \$125,000.00 in support of this facility.

Evidence of Progress for 2006-2007:

Public computing in Liberal Arts is used almost constantly even under the difficult interim circumstances that accompany the construction of the artery connecting the Campus Center and Cavanaugh.

Activities planned for 2007-2008:

In Summer 2004, we created public use computers on the 2d, 3d, and 4th floor lobbies of CA. These computers are in almost constant use.

In Summer 2006, when the campus adopted a pay-for-print policy, the IU School of Liberal Arts enabled all students enrolled in Liberal Arts classes to print up to 15 pages without charge--a student-friendly and very popular move.

Liberal Arts will consolidate technology resources in the basement of Cavanaugh as more space becomes available. This should provide better access to technology for students, while helping the school control costs.

Computing resources have been planned into the remodeling of the 2nd and 3rd floor lobbies to enhance those services.

- ⓧ Objective 4 (articulated as Action Step under Goal 4 in the School’s Strategic Plan): Provide regular staff/faculty training opportunities so that employees can function at the highest levels of proficiency.
Campus Planning Theme: Best Practices, Campus Climate for Diversity, Collaboration
Secondary Goals:
Sub Unit: None
Time Frame: Ongoing

Actions taken for 2006-2007:

The IU School of Liberal Arts encourages and supports faculty and staff in their efforts to take advantage of every opportunity for training and development offered to them.

Evidence of Progress for 2006-2007:

Faculty and staff engage in training and development activities.

The School’s staff commented favorably on the development opportunities available to them (see Goal 3, [Action Step](#), [Objective 2](#), above).

Activities planned for 2007-2008:

To continue the above.

- ⓧ Objective 5 (articulates as Action Step under Goal 4 in the School’s Strategic Plan): Provide regular staff/faculty social interactions that minimize hierarchical structures and create a collaborative environment.
Campus Planning Theme: Best Practices, Civic Engagement, Collaboration
Secondary Goals:
Sub Unit: None
Time Frame: Ongoing

Actions taken for 2006-2007:

The School’s leadership invites faculty and staff to events and tries to be inclusive in the School’s activities. This included the active participation of staff members in the development and assessment of progress of the Strategic Plan of the IU School of Liberal Arts.

Evidence of Progress for 2006-2007:

Results from the staff satisfaction survey indicate that staff-faculty relations are generally recognized as “good” (see *Goal 4, Objective 2*, above).

Activities planned for 2007-2008:

To continue to take—and practice—an open-minded, inclusive approach to staff-faculty relations.

- ⓧ Objective 6 (articulated as Action Step under Goal 4 in the School’s Strategic Plan): Encourage and reward staff/faculty collaborations.
Campus Planning Theme: Best Practices, Campus Climate for Diversity, Collaboration
Secondary Goals:
Sub Unit: None
Time Frame: Ongoing

Actions taken for 2006-2007:

Each year the faculty of the IU School of Liberal Arts arrange a pitch-in (a “Staff Appreciation Luncheon”) to thank staff for all that they do for the School. Faculty and staff, with some student input, were both involved in the development of the School’s Strategic Plan. The Dean created an annual staff award. Each year the Don Schulteis Outstanding Staff Recognition Award honors a staff member with a cash bonus and plaque.

Evidence of Progress for 2006-2007:

Requests for bonuses for staff in recognition of outstanding service and healthy competition for the Don Schulteis Outstanding Staff Recognition Award.

Activities planned for 2007-2008:

Continue the Staff Appreciation Luncheon and the Don Schulteis Outstanding Staff Recognition Award.

- ⓧ **Goal 5: The School of Liberal Arts maximizes its resources to further its mission and pursue its strategic development** **Rationale: The School must be a responsible steward of its state and private resources.**

- ⓧ Objective 1 (articulated a Action Step under Goal 5 in the School’s Strategic Plan): The Dean’s Office and appropriate faculty and staff committees work together to set priorities in implementing the strategic plan.
Campus Planning Theme: Best Practices, Collaboration
Secondary Goals:
Sub Unit: None
Time Frame: Ongoing

Actions taken for 2006-2007:

The Liberal Arts Dean’s Office worked closely with faculty and staff in developing a Strategic Plan. The plan was approved by the School’s Faculty Assembly and staff and the Dean’s Office continues to work with faculty, staff, and students with respect to implementation.

The Dean, in cooperation with the Chairs, developed measures for excellence in teaching and learning (the resulting “Excellence in Teaching” document is attached; the outstanding achievements in teaching for 2006 are summarized below; extraordinary successes in research, scholarship, and creative activities is summarized above).

Evidence of Progress for 2006-2007:

The Strategic Plan of the IU School of Liberal Arts was approved by Faculty Assembly, the staff, and by our Student Council and the implementation process has begun.

Activities planned for 2007-2008:

[5]

Graduate Student Information:

	2004-2005	2005-2006	2006-2007	2007-2008
Enrolled in Fall	206	268	354	378
New Students Admitted	110	118	137	159
Average GPA	3.43	3.51	3.48	3.48
Average GRE	V: 542 Q: 582 W: 4.96	V: 532 Q: 558 W: 4.69	V: 538 Q: 587 W: 4.73	V: 534 Q: 595 W: 4.80

Two interdisciplinary undergraduate programs are in the proposal stage, Motorsports Studies and African American and African Diaspora Studies. The former, which is developed parallel to the proposed BS in Motorsports Engineering and Technology, is likely to prove attractive to well-prepared, highly motivated, and talented students. Discussion about the possible transformation of a minor to a degree has begun with the participation and input of the three public scholars in African America the IU School of Liberal Arts to hired in Spring 2007.

Campus Planning Theme: Best Practices, Collaboration
Secondary Goals:
Sub Unit: None
Time Frame: 2006-2010

The IU School of Liberal Arts encourages the development of external grant proposals from its faculty. As implementation of the Strategic Plan progresses, expectations are to become more fully intentional in supporting this activity and rewarding success in it. We hired a grants analyst who is working with faculty and staff to develop, support, and monitor external grant applications.

The School was awarded a new Signature Center dedicated to increasing supported research activity. The Institute for Research on Social Issues (IRSI) brings together established as well as new centers representing a wide range of research interests and methodologies for addressing social issues. A second Signature Center in the School is the Center for the Study of Religion and American Culture.

In 2006-07, IRSI members were awarded almost \$1M in external funding; almost \$600,000 of that from the NIH. IRSI members also submitted proposals to external agencies during the same period totaling over \$2.6M, \$1.4M of which was to federal agencies including the NIH and NEH (see also Goal 2, Action Step [Objective 2]).

The addition of a grants analyst, who is working with faculty and staff to develop, support and monitor external grant applications, has already been deemed a success and expectations are that the success of the first year can be increased in the next year. The School awaits the availability of space on the first floor of Cavanaugh Hall for the consolidation of IRSI with support staff and graduate assistance.

Campus Planning Theme: Teaching and Learning, Campus Climate for Diversity, Civic Engagement, Collaboration
Secondary Goals:
Sub Unit: None
Time Frame: Ongoing

We use alumni to support our recruitment efforts

The IU School of Liberal Arts is an active participant in the University's Enrollment Management and Retention and Graduation Task Forces and utilizes strategies developed by these bodies to increase enrollments and retention to graduation.

In collaboration with the Indiana Department of Education, Division of Language Minority and Migrant Programs, Liberal Arts is centrally involved in META Mapping Education Toward Achievement, a one-day annual workshop for Hispanic high school students focused on careers and on preparing for college.

The School developed new informational brochures as well as large new displays for recruitment events. It also founded the Liberal Arts ambassadors among whose responsibilities is participation in recruitment events and interaction with prospective students and families.

The Dean for Student Affairs and his staff were spectacularly successful in doubling the number of students who participated in the School's orientation program

In process: Expansion of the successful Summer Academy (Bridge) and Themed Learning Community programs.

② Objective 1 (articulated as Action Step under Goal 6 of the School's Strategic Plan): Consider renaming the School
Campus Planning Theme: Best Practices, Civic Engagement, Collaboration
Secondary Goals:
Sub Unit: None
Time Frame: Ongoing

The IU School of Liberal Arts has been successful in raising the awareness of the school—internally as well as externally. As a result a name change is no longer an Action Step to pursue in the School's Strategic Plan.

The Dean's Office has been successful in impressing on its faculty the importance of including "Liberal Arts" as part of their institutional description with respect to publications, presentations, and public appearances.

The IU School of Liberal Arts faculty and staff have become very aware of the need to identify the School in publications and public activities. We are seeing increased compliance on the part of the Office of Communication and Marketing faculty and staff. It is an ongoing issue. In order to make sure that the IU School of Liberal Arts is recognized in

events the School sponsors, a "sponsorship form" for external agencies is in use.

The new integrated image is in use and departments and programs are working more closely with the office of Development and External Affairs on image issues.

Activities planned for 2007-2008:

The Dean's Office will complete a new web presence as well as a new print signature and will continue to impress on all person associated with the IU School of Liberal Arts the importance of including the School's full identification in all campus wide and public activities.

Objective 2 (articulated as Action Step under Goal 6 in the School's Strategic Plan): Actively brand a new name, or the current name, with all constituents.

Campus Planning Theme: Best Practices, Civic Engagement, Collaboration

Secondary Goals:

Sub Unit:

Time Frame:

Actions taken for 2006-2007:

See Goal 6, Action Step (Objective 1).

Working with IU's Integrated Image campaign to establish the School's signature and graphic on all materials, web sites, etc.

Evidence of Progress for 2006-2007:

The IU School of Liberal Arts is an active participant in many activities across campus. Historically, and unfortunately, our participation is not always recognized (this is not necessarily intentional on the part of others). To help make sure that the IU School of Liberal Arts is fully and properly recognized in such events, a "sponsorship form" was developed for external agencies.

FYI-Liberal Arts, a monthly "tip-sheet" for the IU School of Liberal Arts is distributed to key administrators at IUPUI to ensure their understanding of the School and its contributions to the campus and community.

Activities planned for 2007-2008:

The Dean's Office continues to impress on all persons associated with the IU School of Liberal Arts the importance of including the School's proper identification in all public activities.

The Dean's Office will continue to supervise design and printing on materials purported to represent any unit of the School.

Objective 3 (articulated as Action Step under Goal 6 in the School's Strategic Plan): Leverage existing and new relationships with corporate, nonprofit and government leaders to create vocal advocates for the humanities and social sciences.

Campus Planning Theme: Best Practices, Civic Engagement, Collaboration

Secondary Goals:

Sub Unit: None

Time Frame: Ongoing

Actions taken for 2006-2007:

The Dean appointed a Dean's Research Advisory Board (DRAC) as well as advisory boards for several emerging initiatives. These boards are made up of members from the community, including representatives from the public and private sectors.

Evidence of Progress for 2006-2007:

Members of the DRAC, by way of example, promote the IU School of Liberal Arts in their various activities. Through various board activities the Dean promotes the School both internally and externally.

Activities planned for 2007-2008:

Continue to work with the Dean's Research Advisory Board to promote the IU School of Liberal Arts in the metropolitan area. Members of the DRAC have been active in support of Liberal Arts initiatives, including serving on the advisory board for th BA in International Studies. The Dean is in the process of appointing an advisory board for the Program in American Sign Language/English Interpreting.

In addition, the Dean is active as a member of the Board of Directors of the American Cabaret Theatre and the Center on Philanthropy (a part of the IU School of Liberal Arts), and the Advisory Board of IU Press. The Dean is also actively involved with the Indianapolis Committee on Foreign Relations

Fiscal Health

Profile of Fiscal Health

As FY 07-08 is underway, the IU School of Liberal Arts is in a strong financial situation while at the same time faces some serious financial threats, mostly due to components outside the operations of the Responsibility Center.

FY 06-07

The IU School of Liberal Arts finished the fiscal year with five great positives: increasing the dollars in the reserve fund; increasing the shortfall reserve fund as mandated by the Board of Trustees; eliminating the deficit owed for the Polis Center Payback Plan; increasing indirect cost recovery funds compared to the previous year; and, being able to hold over some carry forward funds to cover new faculty members hired during FY 07-08. All of these positives were achieved while credit hours dropped slightly, appropriation dollars dropped, and assessments (cost allocations) increased. Thus the IU School of Liberal Arts has achieved financial stability but the threats that are affecting other responsibility centers and the University are threatening the long term financial viability of the major school of undergraduate education on the IUPUI campus.

Listed below are the actual credit hours, appropriation dollars, and assessment costs for the last three fiscal years and the budgeted amounts for each category for FY 08. This information and more items are listed in the attached Fiscal Health document.

	FY 2005	FY 2006	FY 2007	FY 2008
Credit Hours^	142,835	142,058	139,746	139,000*
State Appropriations	\$7,058,796	\$6,192,667	\$5,536,845	\$5,943,862*
University Assessments	(\$10,491,570)	(\$10,424,741)	(\$10,847,974)	(\$11,953,008)*

^ credit hours are listed at census; * budgeted;



This graph illustrates the growing assessments and historically diminishing appropriations allocated to the IU School of Liberal Arts which is a major threat to the financial viability of the School of Liberal Arts.

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Although FY 07 was a strong financial year for the IU School of Liberal Arts there are still those threats on the horizon. The School of Liberal Arts had a positive year in FY 07 due to controlling costs, delaying needed renovations, and the increased tuition revenue. If any of these items would have been reversed the School would have had financial difficulties.

The biggest financial issues facing the IU School of Liberal Arts are the leveling off of credit hours (actually dropping slightly), the increasing expense of the IUPUI Campus assessments and the lowering of state appropriation dollars. The IU School of Liberal Arts is one of the campus Responsibility Centers that has an "upside-down" relationship between state appropriation dollars and campus assessments. That is, the assessments exceed the state appropriation dollars. For FY 07-08 the difference has grown to a negative (\$6,019,146) as indicated in the Fiscal Health Report. See the graph below.

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Fortunately the tuition increases have provided the necessary funds to pay the faculty and staff and run the operations of the IU School of Liberal Arts. Although overall salary increases have been kept low due to the financial pressures, the School tried to correct some of those issues during the last budget process. Even with these financial pressures the IU School of Liberal Arts has been able to recruit some new outstanding faculty members. However, to retain faculty and to continue to recruit top faculty, we must offer higher than usual raises this year.

FY 07-08 and Beyond

Over next couple of years the IU School of Liberal Arts will be focusing on the Diversity Plan, the further internationalization of the curriculum, the further development of the Life Sciences, and building renovations which will all require financial resources.

Enhancing Diversity through Public Scholars

For FY 07-08 the IU School of Liberal Arts will be further developing the program in African American and African Diaspora Studies with the new hires of three public scholars that will be focusing on civic engagement, community outreach, and research, as well as academic excellence. This will strengthen the African American and African Diaspora Studies program as well as helping the History Department and the Museum Studies Program. Although funding for FY 07-08 is in place there may be additional needed funds for this program during FY 07-08 but likely not more than an additional \$30,000.

Internationalization

The Indiana University School of Liberal Arts will be focusing on strengthening the international curriculum as well as civic engagement and research by the newly developed International Studies Program which has been very successful in its first year of operation. In addition the Confucius Institute has been established at IUPUI and will be housed within the Indiana University School of Liberal Arts. There is \$100,000 in place for the Confucius Institute but in addition to that The Indiana University School of Liberal Arts will be hiring a new faculty member in Chinese to strengthen the World Languages program and work with the Confucius Institute. There will also be an academic track in Chinese added within the International Studies Program. The additional cost of the faculty member will be approximately \$75,000 including supplies, etc. We hope to employ SRUF funds to support this, but fund released through SRUF will be used to support an administrative assistant in the Confucius Institute.

During FY 07 and FY 08 new student and faculty exchange programs have been established with Newcastle University in the United Kingdom and Moi University in Kenya. These complement Indiana University School of Liberal Arts' international programs currently in place, such as, those in Greece, Germany, Poland, Mexico, France, Spain, England, and Jordan.

The investment in these programs will provide new opportunities for students and faculty as well as increasing the reputation of IUPUI.

Life Sciences

The Indiana University School of Liberal Arts will continue to put Life into the Life Sciences by continuing to work with the IU School of Medicine and enhancing the IU School of Liberal Arts academic and research programs with the hiring of a health economist and potentially two medical sociologists. The financial cost for these investments will be approximately \$313,000.

Renovations

The Indiana University School of Liberal Arts will make some needed renovations to Cavanaugh Hall to complement the connector to the new Campus Center. The renovations will occur in the lobbies of the second and third floor in Cavanaugh Hall as well as seminar/conference room in CA 438. The approximate cost of this renovation will be around \$150,000 which is a one time cost.

The one additional factor for consideration is the fact we will have a new dean next year. That will be an additional cost although Campus financial support is expected. The goals and priorities may change with a new dean but for now we do not have enough information to make any assessment on that issue.

If these additional expenses exceed revenues, then the reserve fund will be used to cover these costs.

Reallocation Plan

Other Question(s)

1) *Diversity. In the past year (July 1, 2006-June 30, 2007) what actions have you taken and what results have you achieved in retaining and graduating a diverse student body; enhancing diversity in research, scholarship, and creative activity; and recruiting, developing, and supporting diverse faculty and staff?*

Highlights of retaining students from diverse backgrounds include support of a summer program of academic and service learning in the Dominican Republic and the establishment of two scholarships for study at Moi University, Kenya. In regard to diversity in research, scholarship, and creative activity the faculty of the IU School of Liberal Arts pursues issues in the various liberal arts disciplines and across liberal arts and other disciplines, ranging from the edition of the works of the famous orator and abolitionist Frederick Douglass to the impact the lack of health care has on poor populations in Indiana and elsewhere. The liberal arts are by definition multi-disciplinary and hence many of the faculty are translating their research into practice that has an impact on communities close to campus as well as in far-away places around the world. The most important action concerning the recruitment, and support of faculty and staff in 2006-2007 was the successful search for three Public Scholars of African America. With CTE funds the School advertised boldly and broadly for colleagues with special expertise within an innovative framework of action in the School, across campus, and in the community at large. The response in the academy as well as the community was very positive and the energy generated by this very special search will surely translate into positive action in the years to come. In another way the School was successful in supporting diverse faculty by transforming positions held by outstanding and well qualified lecturers from underrepresented populations into tenure-track lines.

2) *International activities. Over the past year, in what international projects and activities have your faculty, staff, and students engaged? What new efforts have been undertaken to internationalize the curriculum?*

The most far-reaching international activities centered on the formal sealing of a strategic partnership with Moi University, Kenya, and Sun Yat-Sen University, China. A delegation of administrators, faculty, staff, and students traveled to Kenya (several of that group made the trip a second time in order to participate in a conference) in order to establish and plan for the implementation of regular exchanges of faculty and students. A comparable visit of administrators and faculty to China—in part complementing efforts to establish a Confucius Institute at IUPUI in 2008—has begun the phase of active planning the exchanges of the strategic partnership with Sun Yat-Sen University.

In a very different way the interdisciplinary and international collaborations that the Institute for Research on Social Issues (IRSI) represents another exemplary accomplishment. It is a consortium of projects and research and working groups, including the Global Health Communication Research and Resource Project and the Moi-IUPUI Social Science Research Group.

On a smaller scale, an exchange agreement was signed with Hakouh University, Japan. In the future, exchanges with Newcastle University (graduate and undergraduate programs linking History and Museum Studies), UK, Abo Akademi University, Finland, and short-term (summer) programs with Russia and Germany (Heilbronn and Regensburg universities) will provide students and faculty with opportunities for study abroad, and interdisciplinary research in an international framework.