

<p>Actions taken for 2007-2008:</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 2007-2008:</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 2008-2009:</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</p> <p>Secondary Goals:</p> <p>Sub Units: None</p> <p>Time Frame: Ongoing</p>	
<p>Actions taken for 2007-2008:</p> <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.</p>	
<p>Evidence of Progress for 2007-2008:</p> <p>A new MA was implemented in Political Science. As of Fall 2008, the IU School of Liberal Arts offers 1 PhD, 13 MA degrees and 5 Graduate Certificates.</p>	
<p>Activities planned for 2008-2009:</p> <p>Some departments, especially after positive academic reviews and also in preparation of program reviews are seriously exploring the feasibility of PhD programs. Leading this effort is the proposed Health Economics P.D. plan for Public History and Medical Sociology are under discussion; Anthropology prepared a MA program, with a projected implementation date of Fall 2009.</p> <p>Ⓜ Objective 7 (articulated as Action Step under Goal 1 of the School's Strategic Plan): Attract, retain, and graduate well-prepared and diverse undergraduate and graduate students.</p> <p>Campus Planning Theme: Teaching and Learning, Best Practices</p> <p>Secondary Goals:</p> <p>Sub Units: None</p> <p>Time Frame: Ongoing</p>	
<p>Actions taken for 2007-2008:</p> <p>(See also Objective 5 [articulated as Action Step in Goal 5 of the School's Strategic Plan]).</p> <p>Representatives of the School, faculty and administrators, are actively participating in campus-wide efforts to recruit, retain, and graduate students (foremost among them Enrollment Management Council, Steering Committee for Retention and Graduation, Gateway Forum, and University College). In concert with those efforts, the School has implemented and assessed programs such as Summer Academy, Themed Learning Communities as well as recruiting and orientation events. As the reasons for the success of first-year efforts are becoming clearer other challenges call for attention, like retaining Juniors and helping Seniors with the final hurdles that keep them from graduating.</p> <p>Given that 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 a little 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 professorship positions possible. The generally low pay of associate faculty and lecturers remains a concern, especially in comparison with faculty pay on other IU campuses and other institutions in Indiana.</p>	
<p>Evidence of Progress for 2007-2008:</p> <p>Freshmen and sophomore one-year retention rates have actually declined by 3% from a high in 2004 (2003-04 – 73%; 2004-05 – 72%; 2005-06 – 70%; 2006-07 – 69%; 2007-08 – 70%). The decline may in part be due to the increase number of freshmen direct admits and a shift toward more full-time students. With the number of full-time freshmen now at about 120 (as compared to 22 in 2000) we are retaining more students but in percentages dropping a couple of points.</p> <p>However, in 2008-09 we increased our enrollment in first-year Themed Learning Communities (TLCs) and Freshmen Bridge program to 100 full-time freshmen. In Spring 2009, we will offer a second-semester mini TLC which, we hope, will support first-year students who benefit from courses specifically designed for freshmen.</p> <p>We adjusted our communication with new students and continued to increase participation in Orientation as well as follow-up correspondence in an effort to identify issues and clarify policies.</p> <p>[-]</p> <p>The IU School of Liberal Arts has adopted a goal of having <i>makeup</i>; overall undergraduate retention rate of 85% by 2010 (See also <i>Goal 3, Action Step (Objective 5)</i>.</p> <p><i>Makeup</i>.</p>	
<p>Activities planned for 2008-2009:</p> <p>Continue the above, enhance and expand as opportunities arise.</p> <p>Ⓜ 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. <i>Rationale:</i> 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.</p> <p>Ⓜ Objective 1 (articulated as Action Step under Goal 2 of the School's Strategic Plan): Identify and support key disciplinary and interdisciplinary niches within the School has the opportunity to do innovative work, at the national and international level</p> <p>Campus Planning Theme: Teaching and Learning, Research, Scholarship and Creative Activity, Best Practices</p> <p>Secondary Goals:</p> <p>Sub Units: SLA academic departments, programs, and research and resource centers</p> <p>Time Frame: Ongoing</p>	
<p>Actions taken for 2007-2008:</p> <p>In process: The IU School of Liberal Arts has been actively supporting the University's life and health sciences initiative in two ways: through teaching and learning to enable undergraduates to pursue further education and careers in the life and health sciences; through the continuation and development of interdisciplinary research projects that are focused on the life and health sciences; through centers that emphasize the impact of life and health sciences issues worldwide as the example of the School's Consortium of Global Health Communication Research and Resources illustrates.</p> <p>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, health insurance, and health communication in relation to diabetes and patient compliance.</p>	
<p>Evidence of Progress for 2007-2008:</p> <p>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.</p>	
<p>Activities planned for 2008-2009:</p> <p>In process: Continuation of the direction and initiatives described above.</p> <p>Ⓜ 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.</p> <p>Campus Planning Theme: Research, Scholarship and Creative Activity</p> <p>Secondary Goals:</p> <p>Sub Units: None</p> <p>Time Frame: Ongoing</p>	
<p>Actions taken for 2007-2008:</p> <p>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.</p>	
<p>Evidence of Progress for 2007-2008:</p> <p>[-]</p> <p>Breakdown of external funding (2005-2008):</p>	

Diversity of Liberal Arts Students (Fall 2008):				
Ethnicity	Undergrad	Asbop.	Grad	Asbop.
Amer Ind	31	1%	2	1%
Asian	35	2%	19	6%
Black	181	11%	19	6%
Hawaiian	2	0%	0	Asbop.
Hispanic	53	3%	13	4%
Foreign	68	4%	19	6%
White	1276	78%	259	77%
Unidentified	1	0%	6	2%
Total	1627	Asbop.	337	Asbop.
Asbop.	Asbop.	Asbop.	Asbop.	Asbop.

Agency Type	2005-2006			2006-2007			2007-2008		
	Cut	Indirect Cost	Total Award	Cut	Indirect Cost	Total Award	Cut	Indirect Cost	Total Award
Commercial/For Profit	7	\$62,854	\$336,819	10	\$135,744	\$623,692	6	\$73,796	\$338,725
Federal	14	\$47,159	\$182,023	24	\$280,843	\$906,199	19	\$248,109	\$809,387
Foundations	17	\$98,841	\$4,597,130	11	\$11,825	\$48,268,825	17	\$314,158	\$4,278,175
Higher Education	5	\$30,298	\$361,026	9	\$78,032	\$498,339	2	\$17,076	\$101,880
Non-Profit	11	\$126,452	\$1,357,696	12	\$52,644	\$255,933	18	\$133,753	\$1,314,192
Other Governmental	4	\$53,896	\$642,368	4	\$48,140	\$404,713	6	\$190,894	\$986,682
State of Indiana	6	\$259,232	\$1,527,349	9	\$52,429	\$497,699	10	\$63,543	\$649,678
Total	64	\$678,732	\$9,004,411	79	\$680,857	\$43,711,602	78	\$1,241,238	\$8,498,999

Activities planned for 2008-2009:

The School has continued to make good use of a grants analyst who has overseen increasing growth in a wide variety of ways to encourage and assist faculty and the school's administration 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 2007-2008:

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 since 2006-2007.

Evidence of Progress for 2007-2008:

Altogether the faculty published well over 100 articles in refereed academic and professional journals, discipline-specific encyclopedias and handbooks; 37 chapters in books and anthologies; more than two dozen multi-media presentations, including videos; 3 scholarly journals; 13 text(book)s; and 20 books (this is drawn from the 2007 FARs; the report on research excellence reveals the publication highlights in the most reputable presses and highly ranked professional and scholarly journals). In addition, faculty reviewed the published research results of their peers in three dozen book reviews.

Activities planned for 2008-2009:

Support for and recognition of faculty with active research agendas and notable successes in their respective disciplines as evident in national and international impact and reputation.

- 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.

- 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.

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

Secondary Goals:

Sub Unit: None

Time Frame: Ongoing

Actions taken for 2007-2008:

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. 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.

Evidence of Progress for 2007-2008:

The continuing systematic inventorying of internship and practicum opportunities for undergraduate and graduate students will also reflect 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.

Maturation of internship and service learning continues to increase the depth of our relationships with community organizations and opportunities for student and faculty engagement. The Masaracchia Scholarship program places ten students each year with area organizations, which now have begun to design projects incorporating these students. Academic departments and some of our research centers continue to develop long-term relationships with museums, health organizations, community groups, government and the business community.

Activities planned for 2008-2009:

The Steering Committee advises the three CTE-funded 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.

- 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.

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

Secondary Goals:

Sub Unit: None

Time Frame: Ongoing

Actions taken for 2007-2008:

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.

Evidence of Progress for 2007-2008:

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 Elise Wood, represented the IU School of Liberal Arts.

Activities planned for 2008-2009:

In process: Inventorying and highlighting TRIP projects in the IU School of Liberal Arts.

- 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.

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

Secondary Goals:

<p>Sub Unit: None Time Frame: Ongoing</p>
<p>Actions taken for 2007-2008:</p> <p>In process; see also Goal 1, Action Step (Objective 4).</p>
<p>Evidence of Progress for 2007-2008:</p> <p>The Inside-Out Prison Program is one example. The program completed its second year. This course combines collaboration between the School of Liberal Arts and the School of Public and Environmental Affairs, faculty research and student research, as well as community engagement.</p>
<p>Activities planned for 2008-2009:</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>⑧ Objective 4 (articulated as Action Step under Goal 3 of the School's Strategic Plan): Extend our civic engagement activities internationally. Campus Planning Theme: Best Practices, Civic Engagement, Collaboration Secondary Goals: Sub Unit: None Time Frame: Ongoing</p>
<p>Actions taken for 2007-2008:</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, Japan, 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 2007-2008:</p> <p>International Studies has grown to 51 majors; ten percent of the graduating class in 2008 had participated in Study Abroad (see also Action Step under Goal 1 [Objective 6]).</p>
<p>Activities planned for 2008-2009:</p> <p>In process: Several faculty members are actively engaged in international activities, as indicated Á 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>⑧ 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. Campus Planning Theme: Best Practices, Campus Climate for Diversity, Collaboration Secondary Goals: Sub Unit: None Time Frame: Ongoing</p>
<p>Actions taken for 2007-2008:</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. Numerous generous scholarships have been developed with a community collaboration component.</p>
<p>Evidence of Progress for 2007-2008:</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 Masaracha Scholarship Program (four years, full tuition) and the Loretta Lunford 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 (AAADS), including the development of the AAADS degree.</p> <p>Partnerships with local organizations include inviting visiting lecturers, collaborations with external organizations towards a common goal, 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 2008-2009:</p> <p>The "Inside-Outside" Prison Program is a teaching initiative that piloted a very successful class with students who are incarcerated and those who attend IUPUI without any restrictions. It is a partnership between faculty of SPEA and the IU School of Liberal and will be continued and expanded. The Inside-Outside Prison courses are now included in the regular course offerings and several faculty have expressed interest in training in order to participate in the program in the future. 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>⑧ 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. Campus Planning Theme: Best Practices, Civic Engagement Secondary Goals: Sub Unit: None Time Frame: Ongoing</p>
<p>Actions taken for 2007-2008:</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>The Office of Communications and Marketing has made an additional writer available to cover specific topic areas, interviewing, writing and placing stories in local and national media.</p> <p>English W390 students work as the School's "news bureau" through their assignments, learning to write for print and web publication.</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 Japnews, 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 Bales Symposium on American Politics - a community forum to examine timely political issues; the Annual Spirit and Place Civic Festival, a collaboration of religious, educational, social and arts organizations; the Rufus Reberg 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 IU and IUPUI leadership.</p> <p>We are supplying content for JagTV.</p>
<p>Evidence of Progress for 2007-2008:</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>
<p>Activities planned for 2008-2009:</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 presentation of all different kinds their affiliation with the School of Liberal Arts is noted. The Sabbatical Speakers Series, Deans' Day, Taylor Symposium and Reberg Series are ongoing efforts. The Liberal Arts message is being coordinated with the campus' impact campaign. Adoption of the Integrated Image. 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. 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 of 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 IU School of Science, SPEA, Law and Continuing Studies.</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>
<p>Actions taken for 2007-2008:</p> <p>In process: Active participation of select community leaders as members of the Steering Committee for the activities of the Public Scholars in African America.</p>
<p>Evidence of Progress for 2007-2008:</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. Close and vibrant collaboration with several cultural institutions locally, foremost among them the Elletjorg Museum, the Indiana Museum of Art, and the Children's Museum.</p>
<p>Activities planned for 2008-2009:</p> <p>In process: 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>
<p>Actions taken for 2007-2008:</p> <p>Strategic partnerships with Moi University, Kenya, and Sun Yat-Sen University, China; creation of exchanges with Hakuoh University, Japan; Newcastle University, UK.</p>
<p>Evidence of Progress for 2007-2008:</p> <p>Formal agreements were signed with Moi University, Kenya; Hakuoh University, Japan.</p>

See also Action Step under Goal 1 (Objective 4)

The Confucius Institute at IUPUI opened 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.

Secondary Goals:
Sub Unit: None
Time Frame: Ongoing

We have actively participated in activities to upgrade classrooms, working closely with the Learning Environments Committee.

Opened a Student Information Center and Career Development Center in a very visible location in November 2008 to provide resources for students in a more convenient location. Both have been developed with the concept of involving students in the functioning and growth of these centers. Student leaders are involved in designing programming and communication with students.

Secondary Goals:
Sub Unit: None
Time Frame: Ongoing

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.

Diversity of the Liberal Arts full-time faculty as measured officially in Fall 2008 is distributed as follows: Among the 64 lecturers 53 percent are female and 11 percent belong to a minority; among the 23 assistant professors 52 percent are female and 48 percent belong to a minority; among the 66 associate professors 47 percent are female and 21 percent belong to a minority; and among the 54 full professors 31 percent are female and 6 percent belong to a minority.

Secondary Goals:
Sub Unit: None
Time Frame: Ongoing

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.

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

Secondary Goals:
Sub Unit: None
Time Frame: Ongoing

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.

The "Transition to New Leadership" (TNL) activities at the beginning of the tenure of the new dean have provided additional—and valuable—opportunities for discussion of the school's plans and planning by all of its employees.

Sub Unit: None
Time Frame: Ongoing

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.

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

Sub Unit: None
Time Frame: Ongoing

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.

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

Continue the Staff Appreciation Luncheon and the Don Schultheis Outstanding Staff Recognition Award and follow-up on outcomes derived from the TNL activities

<p>Ⓔ Goal 6: 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.</p>
<p>Ⓕ Objective 1 (articulated as 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.</p> <p>Campus Planning Theme: Best Practices, Collaboration</p> <p>Secondary Goals:</p> <p>Sub Unit: None</p> <p>Time Frame: Ongoing</p>
<p>Actions taken for 2007-2008:</p> <p>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.</p> <p>The Dean, in cooperation with the Chairs, developed measures for excellence in teaching and learning (extraordinary successes in research, scholarship, and creative activities are summarized above).</p>
<p>Evidence of Progress for 2007-2008:</p> <p>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 is well underway and is undergoing additional scrutiny and updating as part of the transition to new leadership.</p>
<p>Activities planned for 2008-2009:</p> <p>The IU School of Liberal Arts will develop success measures for the Strategic Plan by involving departments and faculty committees in the implementation process. Comparable to the measures of excellence in research developed in 2005 and the measures for excellence in teaching and learning in 2007, the Dean in cooperation with the Chairs will develop measures for excellence in service and civic engagement.</p> <p>With the transition to new leadership the alignment of the school's Strategic Plan with the goals articulated in the Academic Plan for IUPUI is under close scrutiny in efforts to enhance planning efforts for the immediate and more long-term future.</p>
<p>Ⓖ Objective 2 (articulated as Action Step under Goal 5 in the School's Strategic Plan): Make strategic investments, pursue promising opportunities, and utilize existing resources as effectively as possible.</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 2007-2008:</p> <p>The IU School of Liberal Arts, based on the Strategic Plan, is relying on the cooperation among the Dean's Office and the faculty and staff governance structures to advance its plans and conduct its operations.</p>
<p>Evidence of Progress for 2007-2008:</p> <p>Implementation of the Strategic Plan of the IU School of Liberal Arts and renewed discussion of its goals and objectives under the leadership of the new dean of the IU School of Liberal Arts.</p>
<p>Activities planned for 2008-2009:</p> <p>Continuation of the implementation of the Strategic Plan of the IU School of Liberal Arts and updating of its goals and objectives under the leadership of the new dean of the IU School of Liberal Arts.</p>
<p>Ⓗ Objective 3 (articulated as Action Step under Goal 5 in the School's Strategic Plan): Review all programs and departments to ensure that they are functioning at the highest levels of efficiency in support of the goals of the strategic plan.</p> <p>Campus Planning Theme: Best Practices, Collaboration</p> <p>Secondary Goals:</p> <p>Sub Unit: None</p> <p>Time Frame: Ongoing</p>
<p>Actions taken for 2007-2008:</p> <p>In process. The external review of academic programs offers especially good opportunities for assessing performance and efficiencies.</p>
<p>Evidence of Progress for 2007-2008:</p> <p>The departments of World Languages and Cultures, Communication Studies, Sociology, and Philosophy participated productively in this process in the past year.</p>
<p>Activities planned for 2008-2009:</p> <p>Since the IU School of Liberal Arts' Strategic Plan was approved in 2005, we are pursuing implementation through departments and faculty committees. Through this process and in combination with external reviews of academic programs we will be able to review programs and departments in light of the goals laid out in the Plan and in accordance to campus-wide initiatives articulated in the Academic Plan.</p>
<p>Ⓙ Objective 4 (articulated as Action Step under Goal 5 of the School's Strategic Plan): Increase philanthropic giving to support the priorities of the strategic plan.</p> <p>Campus Planning Theme: Best Practices, Collaboration</p> <p>Secondary Goals:</p> <p>Sub Unit:</p> <p>Time Frame:</p>
<p>Actions taken for 2007-2008:</p> <p>The IU School of Liberal Arts is actively engaged in development on a number of fronts.</p> <p>These include: Annual, major and planned gift solicitations that are on-going; meetings of with major donors; providing opportunities for donors to speak to planned gift professionals; hosting several donor recognition events; providing active stewardship of current and planned gift donors.</p>
<p>Evidence of Progress for 2007-2008:</p> <p>FY 2007-2008:</p> <p>Dollars raised: \$535,500</p> <p>Number of Donors: 1080</p> <p>Akroni donors: 516, Friends: 506, PU Akroni: 4, Corporations: 19, Foundations: 10, Other: 25.</p> <p>Development of new contacts with young Akroni and continued involvement of the Dean's Research Advisory Council and IU Akroni Association Board.</p>
<p>Activities planned for 2008-2009:</p> <p>This is a transitional year as a new dean takes over. The assistant dean for development accompanied the dean for a week long intensive training on the basics of fundraising, at the Fund Raising School. A Priorities Planning Committee has been appointed and an inventory of funding priorities is underdevelopments. The PPC will meet throughout the year to establish the school's fund raising priorities in light of School, Campus and University priority projects.</p> <p>At the same time, we will continue to pursue the many activities we engage in with respect to development. Enhancing on-line giving opportunities;</p> <p>The second class of Student Ambassadors has been recruited and trained.</p>
<p>Ⓛ Objective 5 (articulated as Action Step under Goal 5 of the School's Strategic Plan): Increase the number of majors, graduate students, and credit hours taught in a manner that maximizes revenue but also maintains quality of students and programs.</p> <p>Campus Planning Theme: Teaching and Learning, 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 2007-2008:</p> <p>Attract and retain top talent in students. Incoming students continue to improve in measurable terms (test scores, average GPA, class rank, AP credit/dual college credit earned). Our average SAT scores for new students are now just a little over one thousand. Enrollment also continues to move toward full time (66% of our under graduates. See also Goal 1, Action Step (Objective 7), and Goal 5, Action Step (Objective 7).</p>
<p>Evidence of Progress for 2007-2008:</p>

Enrollments as of Census (data from ER21LE report, official census)

Category	Total Enroll	2008Headcount # Change	% change	2007 Headcount	Cr Hrs	2008Credit Hour # Change	% Change	2007 Headcount	Total Enroll	2007 Cr Hrs
Course Enrollment by Dept Total (undergraduate and graduate combined)										
Ugrad and Graduate Total		20776	-359	-1.7%#dup;		63467	-961	-1.5%#dup;		21114
Undergraduate Total		19984	-335	-1.6%#dup;		60926	-906	-1.5%#dup;		20319
Graduate Total		791	-24	-2.9%#dup;		2481	-55	-2.2%#dup;		815

Our total student credit hour production has declined by 3% (~ 4000 cr. Hrs.) in five years

Lower division credit hours have declined by 5%

"service" credit hours (hours taken by non-LIBA students) have declined by 10% in five years

The declines have continued into this year (-1.6)

Graduate credit hour production has plateaued since 2005 (declined 4% this year)

Our credit hours have declined most (-10% in "service courses" offered to other departments.)

We are exploring reasons (community college, better prepared students come with college credits/equivalencies); we are implementing ways to restore credit hour enrollments through alternative course scheduling (shorter courses, staggered beginning dates; more advanced course sections in the fall, online courses, etc.)

Resident/Out-of-state													
In-State	1594	98%	262	78%									
Out-of-State	33	2%	75	22%									
Program													
Certificate	37	2%	20	6%									
AA/AS	17	1%	0	0%									
BA/BS	1572	97%	0	0%									
MA/MS	0	0%	292	87%									
PhD	0	0%	25	7%									
Other	1	0%	0	0%									
Subtotal	1627		337										
Includes GRSC													
Liberal Arts Majors Enrolled Fall 08													
Undergraduate													
2008LIBA													
2nd major													
LIBA													
ASL	23	0	3										
ANTH	90	1	48										
COMM	272	1	14										
ECON	48	1	22										
ENG	258	7	5										
FREN*	20	5	6										
GER*	10	5	1										
GEOG	24	1	3										
HIST	175	2	24										
INTLBA	51	11	9										
PHIL	57	11	4										
PHILMA	0	0	0										
PHILMA	0	0	0										
POLSM	207	4	16										
RELS	43	0	1										
SOC	104	0	16										
SPAN*	87	3	6										
IMP	9	0	0										
PREIMP	32	2	3										
PRELAW	62	2	24										
PARALEGAL+	34	6	4										
MISEUM	1	0	0										
TRISTCCT	2	0	0										
MISC*	17	0	4										
NonDegree	1	0	0										
Subtotal	1627	66	223										
Programs with * are part of WLAC. Programs with + are part of POLS. Subtotal: Totals for those programs below:													
WLAOTOT	119	0	0										
POLSTOT	353	0	0										
MISC*	includes all AA students and misc. students identified as LIBA but not in an established program (primarily visiting students)												
AHAA	10	0	3										
SBCAAA	7	0	1										

Activities planned for 2008-2009:

Three interdisciplinary undergraduate programs are in the proposal stage, Philanthropic Studies, Motorsports Studies, and African American and African Diaspora Studies. Motorsports Studies, 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 development of a degree in AAADS is well underway with the participation and input of the three public schools in African America the IU School of Liberal Arts to launch in Spring 2007 and will prove an important "leader" major for the newly created graduate degree in AAADS at IUS.

Objective 6 (articulated as Action Step under Goal 5 of the School's Strategic Plan) Promote, support and reward growth in external funding that supports the strategic plan.

Campus Planning Theme: Best Practices, Collaboration

Secondary Goals:

Sub Unit: None

Time Frame: 2006-2010

Actions taken for 2007-2008:

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.

Evidence of Progress for 2007-2008:

Since 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]).

Activities planned for 2008-2009:

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.

Objective 7 (articulated as Action Step under Goal 5 of the School's Strategic Plan) Develop strategic recruitment activities to attract new students

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

Secondary Goals:

Sub Unit: None

Time Frame: Ongoing

Actions taken for 2007-2008:

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.

Evidence of Progress for 2007-2008:

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. Increased participation in middle school/high school visits and in opportunities to bring students to campus for special programming. Involved with multicultural outreach, Indiana Latino Initiative, and other organizations to increase visibility and awareness of opportunities in Liberal Arts.

Activities planned for 2008-2009:

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

Goal 6: The School of Liberal Arts will be more strategic in presenting 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.

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

Actions taken for 2007-2008:

A new web presence has been launched that is more intuitive, easier to use and update. A content management system was put in place to allow timed updates to content.

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.

Evidence of Progress for 2007-2008:

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 on 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 2008-2009:

The Dean's Office 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.

Departmental web sites are being addressed simultaneously with completion of the content on the School's new web site. Collaboration with IUPUI's web master and visual identity and marketing program are on going

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 2007-2008:

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 2007-2008:

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 and IUB to ensure their understanding of the School and its contributions to the campus and community.

Activities planned for 2008-2009:

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. Development of departmental web sites to be in compliance with School, campus and university standards.

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 2007-2008:

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 2007-2008:

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 2008-2009:

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 the 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, the Executive Committee of the Center on Philanthropy (a part of the IU School of Liberal Arts), and the Advisory Board of IU Press. The Dean has also been actively involved with the Indianapolis Committee on Foreign Relations.

Fiscal Health

As FY 08-09 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 07-08

The IU School of Liberal Arts finished the fiscal year with two positive outcomes and one mixed result. The positives are being able to increase the dollars in the reserve fund and to increase the shortfall reserve fund as mandated by the Board of Trustees. The mixed result was the ability to hold over some necessary carry forward funds to cover some of the new faculty members hired starting in FY 08-09. Unfortunately, there was not enough dollars carried forward to cover all the new costs for the faculty or committed programs.

These results were achieved while credit hours dropped slightly, appropriation dollars dropped (from FY 08 to FY 09), 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 one of the major schools 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 09. This information and more items are listed in the attached Fiscal Health document.

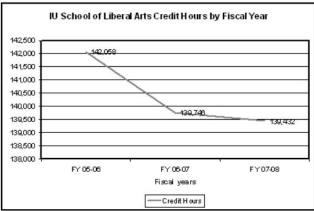
Credit Hours: 142,058 139,746 139,432 139,000*

State Appropriations: \$6,192,667 \$5,536,845 \$5,943,862 \$5,916,010*

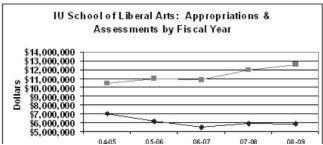
University Assessments (\$10,424,741) (\$10,847,974) (\$11,609,677) (\$12,592,755)*

* budgeted

Below is the graph showing actual credit hours for the last three fiscal years.



This graph below illustrates the growing assessments and the widening negative spread between the appropriations allocated to the IU School of Liberal Arts and the assessments which is a major threat to the financial viability of the School of Liberal Arts. The good news is that both issues are being addressed at the Campus level to review assessments overhead costs and the appropriation allocations.



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