

2007-2008 Herron School of Art

Section	Document Name
Fiscal Health	• Herron.pdf

Mission

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

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

Goals and Objectives

▶ Continue to develop Herron's national and international reputation

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

Campus Planning Theme: Civic Engagement

Secondary Goals:

Sub Unit:

Time Frame:

Actions taken for 2007-2008:

- Herron's new Master of Fine Arts in Visual Fine Arts & Public Life was launched in the Fall 2008 with majors in Sculpture, Printmaking, and Furniture Design
- The MFA in Visual Communication was launched in the Fall of 2007 and recruited an additional six students for the second year of its program.
- The Eleanor Prest Reese and Robert B. Berkshire Galleries hosted six exhibitions featuring work by nationally prominent artists, including international artist, Peter Shelton, Karl Wirsum, part of the Chicago Imagist School Herron alumnus and Bill Peet, lead animator and screenwriter for the Walt Disney Company for 27 years.
- Herron's study abroad programs expanded to include Italy and Greece.
- Herron faculty showed their work nationally and internationally, and presented at numerous professional conferences.

Evidence of Progress for 2007-2008:

- Herron was ranked 45th out of more than 300 art and design schools nationally by U.S. News and World Report and Herron's Printmaking program was ranked 13th nationally.
- The new Master of Fine Arts degree programs attracted students nationally and internationally due to new marketing materials and promotion
- Herron successfully recruited 12 students into the Master of Fine Arts in Visual Fine Arts degree program in Sculpture, Printmaking, and Furniture Design, Fall 2008. Nine of the twelve are non-resident students.
- Herron's Master of Fine Arts in Visual Arts & Public Life successfully recruited an additional six students for the second year of its program. Two of the six are non-resident students.
- Herron sent 15 students to Greece in Summer 2008 through the study-abroad program.
- Several hundred art educators and students from across the country attended the Mid-America College Art Association conference hosted by Herron in October 2008.
- Chicago based firm, Studio Blue, completed the redesign of the Herron website, which was launched in February 2008 and won the Silver award in the UCDA (University & College Designers Association) Design Competition.
- Associate Professor Greg Hull was awarded a sculpture commission through a national competition for the new Indianapolis Airport, which opened November 2008.
- The Marsh Gallery hosted the 2007 Scholastic Art Awards Exhibition. This brought artwork in from 47 central Indiana counties, and elevated the visibility of Herron amongst other art educators, beyond Indiana.
- Herron hosted nine visiting artist lecturers, including London-based contemporary artist Julian Opie and Holland-based kinetic artist Theo Jansen.
- Several hundred art historians and educator attended the Midwest Art History Society 2008 Conference featuring nationally acclaimed performance and installation artist James Luna.
- Public Scholar Matthew Groshek led his students in the exhibition design of "Fit to Breed? The History and Legacy of Indiana Eugenics, 1907-2007." This exhibit was viewed by thousands, and publicized widely throughout Indiana and beyond.
- Under the leadership of Assistant Professor Vance Farrow, Herron's minority student group, Spectrum, exhibited their artwork at the 37th Annual Indiana Black Expo, an event attended by more than 200,000.

Activities planned for 2008-2009:

- Develop strong marketing strategies to recruit more out-of-state undergraduate and graduate students
- Host study-abroad trip to Italy in 2009 (18 students applied)
- Develop a study-abroad program for students in Germany. Two faculty members received a grant to initiate research
- Promote Herron as a professional school and cultural destination in the heart of Indianapolis
- Collaborated with Indianapolis businesses on art and design projects and research
- Promote faculty professional activities locally, regionally and nationally
- Partner with other cultural organizations on projects, exhibitions and conferences
- Students participate in professional practice and community-based projects that receive significant local attention which are used to promote Herron nationally.
- Faculty serve on professional boards, community boards, and steering committees

Develop new Elective courses for IUPUI and Non-art majors

- ☒ Goal: Provide service courses and art education for IUPUI students. Objectives: • Offer art and design service courses for

✓ Goal – Provide service courses and art education for IUPUI students. Objectives • Offer art and design service courses for other IUPUI degree programs • Team-teach courses and develop more interdisciplinary opportunities • Create Center for Visual Literacy – (develop workshops and 1 credit courses)

Campus Planning Theme: Teaching and Learning

Secondary Goals:

Sub Unit:

Time Frame:

Actions taken for 2007-2008:

- Met with Deans and Department Chairs from other schools on campus to determine their need for art and design service courses or electives.
 - Developed and expanded the service courses and art and design elective course for non-art majors
 - Continued to offer assistance and training to current and new instructors to teach a broader range of courses in elective arts and encourage them to gain experience in Herron major courses.
 - Hired and trained new faculty to teach specialized courses in digital imagery and color and design to allow greater flexibility in scheduling
 - Maintain pool of well-qualified part time instructors for elective arts and encourage part time faculty to expand their skills to teach in Herron major courses as well. This is in preparation for new graduate teaching instructors who will begin to teach first and second year classes in fall of 2009.
 - Continue Summer Graduate workshops for art teachers and artists. Two workshops were offered with a combined enrollment of 33 (This is a program that has been offered every year since 2005. It is a part of the summer in the city program of classes for K-12 teachers to maintain their education certificate with the state.)
 - Met with representatives from Council for Interior Design Accreditation (CIDA) for site visit tour of Herron. This was the final stage of the accreditation process for the IUPUI Interior Design degree at IUPUI. Two elective arts classes make up a part of that degree.
 - Several meetings with representatives from New Media in the Informatics program at IUPUI to design classes for their 4-year undergraduate program (Herron is offering 2 sections of “2-D Design for New Media” in the fall of 2009)
 - Worked with Herron Fine Art program to boost enrollment of classes offered in summer. This was done by offering a stacked watercolor class that combined elective art and Herron major students in same class.
 - Increased marketing for elective courses
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Evidence of Progress for 2007-2008:

- Herron advertised its elective courses in the Butler Newspaper to boost enrollment in the Fall of 2006. As a result, we have increased our Interior Design classes to 11 sections each year.
- We will start offering classes for the New Media degree in the fall of 2009 (2 sections).
- We worked with Interior Design in their CIDA accreditation in 2007

New courses developed and currently offered

- R511 Art Educators Summer Studio Workshop (Summer 2005)
- E111 Metalsmithing and Jewelry Design (spring 06)
- E309 Advanced Drawing for Interior Design (no longer offered) (fall 2006)
- E109 Two Dimensional Design for Non Art Majors (fall 2006)

E113 Introduction to Sculpture (revived course)
 E214 Visual Learning
 E209 Drawing for Interior Design (Fall 2007)
 E205 Portrait and Life for Non Art Majors (new course number - fall 08)
 E103 Two Dimensional Design Theory (fall 2009)

• Herron also has several Variable Topic courses open to all IUPUI Students, such as;

Digital Documentation for Artists
 The Printed Book
 Beginning Audio Video
 Letterpress Typesetting

• Annual enrollment and credit hours for elective classes increased significantly:
 2003/04 - 990 credit hours
 2004/05 - 1,344
 2005/06 - 1,761
 2006/07 - 1,884
 2007/08 - 1,971

• There is a better awareness on campus and in the community of Herron's programs and course offerings.

Activities planned for 2008-2009:

- Determine a budget and plan for marketing elective arts classes.
- Propose a new two-dimensional design class for New Media program, which will begin in fall 2009 with 4 new sections.
- Propose new course number for the Letterpress course, a class that has been offered for years at Herron without a distinct course number. Having a unique course number will boost enrollment. (This is a part of the very popular book arts classes.)
- Explore options to revive the book arts minor. This will provide a steady and dependable stream of enrollment of non-art majors in all of the book arts classes.
- Create standardized course material to aid in training graduate students to teaching in elective arts program
- Continue to work with other Herron programs to cooperatively boost enrollment of all classes offered in summer. Offering stacked classes that combine elective art and Herron major students in same class can achieve this goal. This will concentrate enrollment in the classes offered and increase chances of classes successfully running.
- Continue conversation with the School of Informatics to expand the service courses for their academic programs
- Develop course content for visual language course
- Hire additional qualified adjunct faculty to teach elective courses

► Enhance the overall strength of Herron's undergraduate programs

☑ Goal – Be nationally recognized for high-quality undergraduate academic programs. Objectives • Prepare graduates for

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

Campus Planning Theme: Teaching and Learning

Secondary Goals:

Sub Unit:

Time Frame:

Actions taken for 2007-2008:

- Professional practice, civic engagement and internship activities have been incorporated into curriculum.
 - Herron has implemented the "Herron Community Museum Laboratory", an exhibition space located in the Fountain Square district of Indianapolis. The purpose of this exhibition space is to explore new methods and strategies for student artists to engage the public and involve the community with art.
 - Fine Arts faculty searches were successful in: painting, printmaking, and drawing
 - Herron hosted the "Art Education Association of Indiana" annual conference Fall 2007
 - Art Education is developing a Visual Literacy curriculum to be offered as an elective to IUPUI students
 - Fine Arts Department initiated a self-study relating to digital technology and how it is incorporated into Fine Arts studio curriculum.
 - Fine Arts Department is evaluating the Professional Practice J-400 and Critical Theory J-410 capstone curriculum for revision.
 - The student advising system is being evaluated to determine if changes are necessary
 - Fundraising efforts for merit-based scholarships has been actively pursued
 - Herron implemented new recruitment strategies for non-resident, international and minority students
 - Professional practice opportunities are provided for all undergraduate students through the Basile Center
 - The BFA Curriculum Committee is assessing the feasibility and benefits of 4 credit studio courses
 - The BFA Curriculum Committee will review the General Fine Arts degree requirements
 - Herron has been more actively promoting the success of Herron alumni through press releases and the web site
 - Raised additional funding through private support and increased scholarships for study-abroad programs
 - Developed a more effective means of tracking learning outcomes
 - Faculty members in the Department of Visual Communication Design apply specific strategies to assess student learning outcomes. These strategies include participation with the IUPUI Program Review and Assessment Committee and the IUPUI e-Portfolio initiative.
 - Focused on best practices in teaching studio art, art history, visual communication, and art education
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Evidence of Progress for 2007-2008:

- Herron is a supporting member of the Foundations in Art Theory and Education (FATE)

Herron is a supporting member of the Foundations in Art Theory and Education (FATE) is an organization that focuses specifically on first year curricula. Foundations faculty regularly attend FATE's professional conference.

- The Foundation Program at Herron developed a curriculum that works with an established list of core objectives for all first year courses.
- Foundation Program faculty members presented at national conferences: The 20th Annual School of Visual Arts National Conference on the Education of the Artist and Liberal Arts, The Mid-America College Art Association, Southeastern College Art Conference
- Faculty members in the Department of Visual Communication Design launched a completely revised curriculum for the BFA major in Visual Communication. The new curriculum focuses on achieving new essential competencies in design defined by the National Association of Schools of Art & Design.
- Herron hired a full-time staff member for recruitment and admissions in 2005. Every year since, Herron's overall and out-of-state student enrollment continues to rise.
- Visual Communication Design faculty members are active leaders in national professional organizations for design.
- The Visual Communication department is completing a new weblog to facilitate communication with and between alumni.
- Faculty members continue to maintain active agendas for professional development in the scholarship of teaching and learning by attending workshops and conferences.
- The Visual Communication Department is working with the IUPUI Center for Service and Learning under the Engaged Department grant for Commitment to Excellence.
- A new partnership with the Indianapolis Museum of Art was established for an artist in residence to work at Herron. Students worked with artist Allison Smith, of international renown.
- Herron hosted the Midwest Art History Society Conference and the Mid-America College Arts Association Conference. These conferences created partnerships with the Eiteljorg Museum of Western and Native American Art and the Indianapolis Museum of Art for the keynote speakers and receptions.
- The Basile Center for Art, Design and Public Life has successfully developed community partnerships to support undergraduate student projects in all academic areas. Nearly \$100K in contracts have been awarded to date. Completed projects include working with Indy Parks, Community Hospital North, Wishard Hospital, The Villages, and Indy Go Transportation.

Activities planned for 2008-2009:

- Develop more professional practice opportunities, civic engagement and internship activities for students.
- Develop more community partnerships through the Basile Center for Art, Design and Public Life.
- Fine Art faculty search. Recruit new faculty member for the Sculpture Program.
- Continue to develop the Art Education Visual Literacy curriculum.
- Integrate new digital technology into Fine Arts studio curriculum.
- Revise undergraduate capstone courses J-400 and J-410
- Provide more student group advising for each academic program
- Continue to raise funding for merit based scholarships
- Continue to develop recruitment strategies for non-resident, international and minority students
- Create 4 credit studio courses for senior level studio that incorporates professional practice and a capstone experience
- Review and make changes to the BFA degree requirements to help increase a four year graduation rate
- Increase scholarships for study-abroad courses
- Increase participation with the IUPUI e-Portfolio initiative

- Explore off-campus locations to offer Community Learning Programs (Possibly in Carmel or Plainfield)
- Offer Saturday School art classes at the Eugene Glick Junior Achievement Center
- Develop proposals for external funding for all community learning programs
- Increase enrollments for Saturday School through new marketing strategies
- Increase the education component of the Herron galleries to better serve the community
- Schedule more gallery talks with curator/artists

☑ Goal – Be nationally recognized for quality graduate programs. Objectives • Build upon Herron’s strengths and unique characteristics to enhance graduate programs • Develop an Art Therapy master degree program • Recruit non-resident and international students • Increase the school’s research and civic engagement through graduate student activities • Develop more campus/community collaborations

Time Frame:

- Herron sent representatives to National Graduate Portfolio Days in New York City, San Francisco, and Chicago to recruit potential graduate students for Herron's MFA programs in Visual Communications and Visual Art (Sculpture, Printmaking, and Furniture Design).
- Herron organized and held Open Houses for potential graduate students at Herron in Fall 2007. Separate Open Houses will be scheduled for the MFA in Visual Communication and MFA in Visual Art (Sculpture, Printmaking, and Furniture Design).
- We have submitted materials for approval from our accrediting body "National Association of Schools of Art and Design" for our new Master of Fine Arts degree programs in Visual Communication and Visual Art (printmaking, furniture design, and sculpture). Approval for these MFA degree programs is expected from NASAD during fall 2007

- Recruited six additional graduate students in Visual Communication program for 2008-09 academic year.
- Twelve graduate students enrolled in the MFA in Visual Arts degree program in Furniture Design, Printmaking and Sculpture
- Department of Visual Communication Design conducted a successful search for a tenure-track faculty member who adds intellectual and racial diversity to the graduate faculty.
- Received university approval for all new courses for curriculum for MFA in Visual

Evidence of Progress for 2007-2008:

- The ratio of full-time to part-time students has steadily increased (full-time students went from 64% to 77% in the last three years).
 - In the past three years Herron's undergraduate enrollment has increased by approximately 200 students and the retention rate is 83% for juniors and seniors.
 - 7 non-resident students accepted the new Herron Out-of-State Scholarship and matriculated
 - 19 Out-of-State scholarship offers were made to students for fall 2007. Eleven accepted and two deferred.
 - The Spectrum Club for minority students at Herron exhibited work at the Black Expo
 - There is a significant increase of the number of Herron students trying to get into the Herron House campus housing
 - More students are participating in social activities and extracurricular activities at Herron
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Activities planned for 2008-2009:

- Host Herron Open House during spring
- Host National Portfolio day September 30th
- Host two Visual Communication Open Houses and one for Fine Art
- Attend 8 National Portfolio Days.
- Continue to promote Herron House and recruit good candidates for the RA position.
- Analyze admissions policy to make sure Herron is recruiting the best potential students
- Continue to develop materials for recruiting ie., view books, rack cards, poster for undergraduate programs, web site updates
- Participate in 6 JagDays.
- Have a presence at two Campus Days.
- Provide a good experience during the admissions process
- Raise admission standards
- Encourage more undergraduate students to enroll as full-time students
- Reduce degree requirements by 3 credit hours (Herron is currently at the highest limit of credit hours for BFA degree programs)
- Implement strategic plan for out-of-state recruitment
- Fundraise for student scholarships
- Develop new strategies for student advising
- Expand marketing to focus more on non-resident recruitment
- Promote high school visits, open house and portfolio day visits
- Actively engage students in the schools annual fundraiser gala
- Continue to provide students with opportunities for research through professional practice, civic engagement projects, experiential learning and international travel.

▣ Increase fundraising for endowments, special projects and annual operating

☒ Goal – Improve financial stability for the school's academic programs, student scholarships, faculty research, the Herron galleries, and community learning and outreach programs
Objectives • Increase financial stability of Herron • Secure \$2 million for the Sculpture Building Expansion • Provide more support for students • Increase funding for capital equipment, faculty research and travel, student scholarships and community outreach programs • Continue to expand the John Herron Society (annual unrestricted giving society) • Broaden external constituent base • Develop relationships with local corporations

(annual unrestricted giving society) • Broaden external constituent base • Develop relationships with local corporations, businesses and foundations • Identify and cultivate new donor prospects and new grant opportunities • Cultivate external champions

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

Secondary Goals:

Sub Unit:

Time Frame:

Actions taken for 2007-2008:

- Completed solicitations to members of the Dean's Advisory Board
 - Continued solicitations of top prospects for major gifts
 - Continued cultivation of potential major donors and members of John Herron Society
 - Continued solicitation and stewardship of the John Herron Society helping to build Herron's unrestricted endowment
 - Established the Friend of Herron Board to better utilize community volunteers and supporters of the school to raise the awareness of Herron, its priorities and opportunities for support
 - Hosted the first annual signature fundraising event at Eskenazi Hall called "The Herron Experience '08" which raised approximately \$30,000.
 - Created new messaging and communication for newly designed website and printed materials for development
 - Strengthened Herron's annual giving program
 - Hosted donor recognition event for John Herron Society members
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Evidence of Progress for 2007-2008:

- Several solicitations have taken place resulting in a total of \$500,000 in committed gifts, \$120,000 in deferred gifts and \$410,000 in pending gifts
 - The John Herron Society has annually increased its membership since the 2002 inception resulting in increased annual support. The JHS brought in \$63,921 in 2006-07 and increased to \$81,550 in 2007-08
 - Herron's total annual funds raised increased from \$773,968 in 2006-07 to \$785,933 in 2007-08 and the current total our annual fund YTD is \$803,335
 - Sponsorships for programs, gallery and events increased from \$40,846 in 2006-07 to \$82,450 in 2007-08
 - The Fraser International Travel endowment has reached two-thirds of its \$300,000 goal.
 - The Shared Heritage Scholarship endowment is half way to its goal of \$300,000.
 - A \$100,000 deferred gift was committed which will help endow the activities of the Basile Center for Art, Design and Public Life.
 - A \$40,000 endowment was established for the Jane Fortune Outstanding Women Visiting Artist Lecture.
 - Plans of an endowment campaign were shared at the Dean's Advisory Board with each member expressing his or her interest in participating in the implementation of the campaign
 - Top donor prospects have been prioritized.
 - Several members of the Dean's Advisory Board made gifts to establish endowments for scholarships.
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Activities planned for 2008-2009:

- Develop and implement a strategy to raise an additional \$2 million for the expansion of the Sculpture and Ceramics building on Indiana Avenue.
- Raise start-up funding for the launch of a new masters degree program in Art Therapy.
- Create a strategic plan for marketing, development and external affairs
- Engage the Dean's Advisory Board in identifying new potential donors
- Request endowment support from individuals that supported the capital campaign
- Host donor recognition event for John Herron Society members
- Distribute direct mail solicitation for new and lapsed John Herron Society members
- Coach the Dean's Advisory Board members to become better advocates for Herron's fundraising priorities
- Host annual fundraising event at Eskenazi Hall.

 Promote the Basile Center for Art, Design and Public Life

☑ Goal - Increase professional practice and experiential learning opportunities for degree-seeking students while contributing to the cultural and economic vitality of Indiana. Promote this unique, professional education center that attracts graduate students, professional artists and scholars to participate in art and design initiatives that will serve communities of central Indiana.

Objectives • Increase Herron's externally funded Research/Creative Activity for faculty and students • Promote the Basile Center to national organizations to enhance national reputation • Increase the number of professional practice courses and client opportunities for students • Increase the number of internships for students through community partnerships • Build community partnerships and collaborate with other cultural organizations • Increase funding for faculty and student research and creative activity through public art, design projects and client contracts • Enhance Herron's reputation

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

Secondary Goals:

Sub Unit:

Time Frame:

Actions taken for 2007-2008:

- Hired a new director of the Basile Center
- Gained significant attention and support from the community
- Developed a vision statement and proposal to secure external funding and support
- Continued dialogue with external community partners
- Developed an operational budget for the Basile Center
- Developed a viable 3-year business plan for the activities of the Basile Center
- Secured contracts and funding for community-based projects
- Initiated a centralized program to manage student internships

Evidence of Progress for 2007-2008:

- Received Eli Lilly and Company Grant for marketing the Basile Center to prospective graduate students and for funding assistantships for the graduate programs
- Received \$30,000 private gift for technology and resources for the Basile Center.

Completed student projects and community collaborations

- Marion County Circuit and Superior Courts - Visual Communication Design
- Imani Workshops - students developed and presented proposals for institutional identity, exhibit identifiers, and marketing communications.
- United Way of Central Indiana – Students produced promotional materials for the United Way’s Ready to Learn, Ready to Earn campaign
- St. Louis for Kids - Visual Communication students developed and presented proposals for institutional identity and marketing communications.
- Indiana State Hispanic Chamber of Commerce - Students developed and presented proposals for institutional identity and marketing communications.
- Council for Court Excellence - Development for the online tutorial for the Court Observation Project
- Indiana Children’s Health Services Research, Department of Pediatrics - Herron students worked to increase recruitment and retention for the study and developed a ‘model’ for communications and community outreach for further research studies.
- Citizens Action Coalition - students developed an exhibition proposal for a traveling exhibit
- Medical History program of the IU School of Liberal Arts - Eugenics Online Experience Design Project
- Indiana Partnership for Young Writers - Students developed, designed, fabricated and installed an interpretive exhibition that engages the work of the IPYW publication “Coming to Light”
- iMOCA Gallery of Contemporary Art - IPS elementary educational video about contemporary art
- Student/Community Team - Help Indianapolis Renters to Recycle - students developed a prototypical door hanger recyclables container, a renter recycling incentive program that benefited local charities and a proposal book for a state law to make it mandatory that recycling containers be placed at all rental properties. Herron student designers produced all materials for the recycle for charity program. Herron students also produced a book that was given to state legislators proposing consideration of the mandatory rental recycling law; this book was given to legislators to raise awareness and support for the law.
- Indiana Dollars for Scholars - students researched and evaluated the communication needs for the organization and developed a marketing plan that included the design of various promotional materials.
- Student/Community Team, Help Indianapolis High School Students Accept Differences – Herron students participated in a collaborative team and held a brainstorming event to develop solutions. A curriculum was created and tested at Park Tudor High School in which students could get experiential learning about issues of diversity and stereotyping. Student designers produced all related materials for the curriculum and gave it to the school and several teachers in other local high schools.
- Domestic Violence Network of Central Indiana - Herron students performed research and created outreach materials to aid in fundraising and public engagement with the DVNCI including a Powerpoint presentation to be given at local schools and community groups, an outreach brochure and a table tent for school lunch rooms. Students photographed kids and adults to represent victims and perpetrators as part of this project.
- Midwest Food Bank - Herron students performed research and created outreach materials to aid in fundraising and public engagement with the Midwest Food Bank including a volunteer water bottle, posters, an outdoor board and ‘bubble gum cards’ representing the heroic people who support the food bank.
- Eiteljorg Museum of American Indians and Western Art, Indianapolis, Indiana - Herron students developed an interpretive master plan for the Eiteljorg’s WestFest with the goal of more closely aligning the museum’s programming and interpretive environments with the mission of the Eiteljorg Museum.
- Indianapolis Men’s Chorus and the Indianapolis Women’s Chorus - Herron students developed a visual theme and promotional materials for the Men’s Chorus and the Indianapolis Women’s Chorus 2008-9 season. The promotional materials included oversized poster, direct mail cards and ads in various publications.
- Rock for Riley concert event - Herron students developed sponsors kit, a visual theme and promotional materials for the 2008 rock concert—a fund raiser for Riley Children’s Hospital hosted by IU medical students. The promotional materials included a logo, posters and ads in various publications.

- Indianapolis Museum of Art, Horticultural Society fundraiser event - Herron students developed visual theme, invitation and program for fund raising event to benefit the restoration of one of the garden pools on the grounds of the IMA.
- Indianapolis Museum of Art, Membership drive direct mail campaign - Herron students developed various ideas that would interest newer and younger members to join the IMA.
- Early Music Festival Society - Herron students researched and evaluated the communication needs for the organization and developed a marketing plan which included a new logo identity and the design of various promotional materials and posters.
- H.A.N.D. (Hamilton County Area Neighborhood Development) - Herron students researched and evaluated the communication needs for the organization and developed a marketing plan which included a new logo identity and the design of various promotional materials and community wide advertising.
- Indiana Dollars for Scholars, Communications Plan - Herron students researched and evaluated the communication needs for the organization and developed a marketing plan that included the design of various promotional materials.
- Indiana Dollars for Scholars, Hoosier Heroes event - Herron student designed the invitation and program for Indiana Dollars for Scholars, Hoosier Heroes event banquet honoring the 11 scholarship winners. Invitation was designed to appeal to an academic audience of educator and program sponsors. An event program and 11 individualized posters were designed to follow the visual theme created for the invitation.
- Indy Parks, Holiday Park Visual Identity - Herron students developed new logo and application of the logo to various promotional materials for the Holiday Park Nature Center
- IU Natatorium, Summer Camps and Sports Camps marketing - Herron students designed a 32-page booklet marketing the IU Natatorium's Summer Camps and Sports Camps
- Community Hospital North – Contracted for three public sculpture commissions (possibility for renewal)
- Arts Council of Indianapolis - Pennsylvania Street Window Installations
- Best Buddies – Sculpture Commission
- Festival Music Society - Graphic Design
- Damien Center – Design Teams
- Indiana Chamber of Commerce - Artwork for auction
- IUPUC - Interior/Exterior Art- 3-D exterior sculptures
- IUPUI Med Center - Dean's Award
- IUPUI University College - Student Art
- Phoenix Theatre - artwork in Theatre Gallery
- Wishard Hospital - Painting/Pharmaceutical Event - students artwork

Activities planned for 2008-2009:

- Integrate the education of artists, designers and art educators with the needs of the broader community
- Develop partnerships that help sustain successful programs in the visual arts and contribute to the cultural vibrancy of our community
- Establish partnerships that would involve Herron students with public art projects for the Indianapolis Cultural Trail and the Indianapolis Museum of Art's Virginia B. Fairbanks Art and Nature Park
- Endow Public Scholar faculty position (to teach public art concepts, history and practical implementation)
- Establish partnerships with the Indianapolis Cultural Trail and the Indianapolis Museum of Art's Virginia B. Fairbanks Art and Nature Park
- Develop program curriculum for academic goals
- Work with Dean's Advisory Board to develop external action plan for fundraising

- Expand Herron's Sculpture and Ceramics Building on Indiana Avenue
- Continue to secure contracts and funding for community-based projects
- Implement policies and procedures whereby the Basile Center negotiates and oversees school-sponsored projects
- Market the mission of the Basile Center for Art, Design and Public Life to campus and external constituents regionally and nationally
- Continue to build on the strengths of Herron's academic programs, faculty expertise, and the school's ability to form partnerships within the community and other cultural organizations
- Develop more opportunities for student internships

▢ **Support faculty research and creative activity**

☒ **Goal** – Identify opportunities and increase funding for faculty research and creative activity. **Objectives** • Promote faculty research and creative activities regionally and nationally • Improve faculty salaries • Attract and retain highly qualified faculty • Provide incentives for senior faculty members to continue to be engaged in research

Campus Planning Theme: Research, Scholarship and Creative Activity

Secondary Goals:

Sub Unit:

Time Frame:

Actions taken for 2007-2008:

- Herron has been successful in attracting new faculty in junior level positions at competitive salaries
- Salary increases were relatively high in 2007-08
- Salary adjustments were made for some faculty will continue to be a part of the annual budgeting process until all inequities are resolved
- The dean worked with the Herron Faculty Council to reduce expectations for committee service
- Faculty work was featured in the Herron E-News and press releases
- Travel funding was awarded on a competitive basis determined by the Faculty Resource Planning Committee
- Three sabbaticals were awarded to faculty
- Private funds were used to match funding for faculty external research grants
- Round Table Discussions were scheduled to improve communication with faculty
- Criteria was developed for new Civic Engagement Awards of \$2,000 for faculty

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Evidence of Progress for 2007-2008:

- The Dean allocated funds from the John Herron Society foundation account to support faculty research. These will be matching funds for external grants up to \$1,000 per faculty member.
- Professional development, research and creative activity will continue to be supported at \$500-\$750 per faculty member annually as determined by the Faculty Resource Planning Committee. A formal request process has been established.
- Herron will support three reduced teaching schedules for full-time, tenure track faculty. (This means 2/3 loads.) Guidelines and eligibility were established in 2004 by faculty. The requests are evaluated and determined by the Faculty Resource Planning Committee.

studio majors. We began looking at retention rates after our move to the IUPUI campus in May of 2005. Research indicated that fourth year students (seniors) were struggling to finish curriculum requirements within a one-year academic calendar. This semester, the BFA Curriculum Committee will be reviewing a proposal to change senior fine art studio courses from three credit hours to four credit hours. Components of the J400 capstone course would then be incorporated into the senior level studio courses rather than a separate three-credit hour course. Since most senior level courses already contain professional practice experience and appropriate writing components, this change would lower the credit hours needed to graduate by two credits.

Herron has always recruited the top art and design students in Indiana high schools. Since moving to Ezkenazi Hall in 2005, we are now able to recruit non-resident students. Out-of state student enrollment has increased by 50% each year. The overall enrollments have grown significantly allowing Herron to raise the GPA requirements for admission. The result is a more dedicated and prepared student population that register as full-time students on a four-year plan. Herron's full-time student population has grown by 14% since 2005-06 academic year.

- **the number of undergraduate degrees you grant to low-income students (Pell recipients)?**

Herron encourages students to participate in the Bridges Program through University College to acclimate to campus life and set academic goals.

Herron encourages participation in summer math and composition campus-wide programs for those students who are not fully qualified to be admitted. This allows the student to succeed and earn credits toward their degree before committing to Herron as a major.

We connect each student in these programs with a faculty mentor to provide guidance after they are admitted to Herron. Several years ago Herron implemented a required round of first year courses as another assurance that all of our students are assigned a faculty mentor at Herron.

The Visual Communication undergraduate program created blocks of classes. This course structure makes it almost impossible for a student to major in this program unless they are full-time. Students enrolled as full-time has greatly improved retention and four year graduation rates.

Herron also continues to provide greater opportunities during summer sessions to help fine art students graduate sooner.

- **the number of first-time full-time students who complete degrees in four years?**

Answer is same as above for low-income students.

- **the percentage of students completing courses successfully?**

Herron's Office of Student Services initiated several checks during the academic career of our students. Instructors are given rosters to indicate if students have spotty attendance and they track students on academic probation. Checking in with students who are not attending classes and not performing has had a significant impact on retention of these students. We continue to keep these checks and balances in place and encourage student/faculty and student/counselor contact with e-mails, phone calls, and visits to the classroom.

- **your research funding?**

Herron has significantly increased the number of proposals that are submitted to external granting agencies as well as funding opportunities available through the IUPUI and the New Frontiers/New Perspectives grants through IUB. A challenge Herron faces in the upcoming year(s) is support for Herron galleries and support for new programming. We normally receive around 40% of our funding from the Arts Council of Indianapolis and Indiana Art Commission for gallery

programming. Due to budget cuts at the state level and a change in how grants are administered at IUPUI, Herron will no longer be eligible to apply for these grants. In addition, two other funding sources that Herron galleries have relied on are no longer making grants to the arts. It is truly a tough situation that we are facing for gallery operations and programming.

- 2. If you had to implement a budget reduction of 3-5% a) what would be your budget priorities and b) what strategies would you employ to walk the fine line of maintaining critical operations and investing in your future? Please describe how faculty will be involved in the decision making process.**

(a) Herron survives on a ~\$5.3M budget. Eighty-six percent of our budget is compensation (wages plus benefits). The fourteen percent of the budget remaining after compensation is divided between 10 academic programs for teaching supplies, 6 administrative departments, travel and other general expense for the entire school.

Cutting Herron's budget by 3-5% would decrease our budget by \$166K - \$277K. Without income from another source the decrease would create a substantial negative impact on our ability to offer the existing programs in tact, promote faculty research, and other basic operations of our school. Our priorities would be to survive.

(b) Herron would have to set goals with a reduction of funding in mind. We would look to private philanthropy as a way to move ideas from conception to fruition. However, with the current economy, relying on major gifts to fund programming will also be quite challenging.

In 2002, Herron formed a faculty Resource Planning Committee which consists of an elected chairperson and four faculty serving two year terms. The Dean and Fiscal Officer serve as ex-officio's. The Resource Planning Committee is charged with providing input and recommendations on the budgetary affairs relative to the academic programs and faculty concerns. This committee reviews available resources and how they impact academic priorities. They solicit faculty input, and make recommendations to the Dean on related budget matters.

- 3. Please describe current commitments or plans that require multiple year funding, including the amount of funding required and the length of time the initiative's funding is required.**

Herron is proposing a new masters degree program in Art Therapy. This requires funding for two new faculty with expertise in the art therapy field (\$141K) and a program budget (\$15,000). These will be annual expenses. Curriculum development is currently underway and external advisors are being consulted. Herron will be seeking appropriate approvals from the campus, university, trustees and ICHE next year. Year two, we expect to conduct a faculty search and begin recruitment efforts. Year three will be initiating first year students. Ongoing funding is required.

MFA programs in studio arts: Herron is currently recruiting for the third year of the MFA program in Visual Communications and the second year of the MFA in visual fine arts. The program continues to evolve and expand while student recruitment has been successful to date. Funding is required for additional faculty.

- 4. How do you intend to use your reserves over the next four years? Please provide the information by fiscal year.**

Herron will use reserves as needed to meet our budget. Our reserves amount to a little over \$200K—not enough to start new programs or initiatives.

- 5. What are the current numbers and percentages of tenure-track faculty, clinical faculty, and lecturers in your school? Please describe your plan for allocating new faculty positions so as to influence the number and percentage in each category.**

Tenure-track 31, Lecturers 6, Visiting Lecturers 2, Academic Specialist 1

Herron

concept,

Herron will try to increase tenure-track faculty lines over the next several years as enrollment increases in the MFA programs. Two additional faculty lines will be needed to launch the Masters of Art Therapy degree program.

6. **How do you define return on investment for diversity efforts in your unit (e.g, numbers of faculty/staff/students recruited and retained, grants received for special studies, new teaching methods or courses, placement of graduates, program reputation)? What are you doing to improve your ROI?**

All factors have to be taken into consideration when evaluating investments and their returns. For example, if the tuition and fee income from three courses that a minority faculty member is teaching does not cover the expenses it may be looked upon as a poor investment. However, we also have to figure in the impact this faculty member is having on student retention, the community relationships made through professional practice in the course, the level of faculty research, etc,...

The dean and fiscal office scrutinize all of Herron's expenditures and investments and make decisions or adjustments as deemed necessary.