

October 18, 2005

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

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

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

Our Vision:

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

Our Core Values:

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

- **Student learning:** We provide an intellectual climate and curriculum that challenges students to think critically, communicate clearly and achieve in their chosen fields.
- **Diversity:** Diversity encompasses the complexities of human beings and includes but is not limited to race, ethnicity, gender, gender identity, sexual preference, age, physical and mental differences, religious identification, and social class. We believe the educational environment is enhanced when diverse groups of people with diverse ideas come together to learn.
- **Excellence:** We seek excellence -- quality rather than quantity -- in the areas of teaching and learning, research and creative activity, and civic engagement and professional service.
- **Collaboration with the community:** We value civic involvement as way of enriching the academic environment, engaging citizens and enhancing our constituent communities.

- **Interdisciplinary, international and multicultural approaches:** We take a broad perspective on intellectual questions, civic engagement, and the education of students in order to provide a well-rounded education.
- **Stewardship:** We steward the resources of the School of Liberal Arts – and measure their impact – in the most effective, efficient, ethical, and timely manner possible.
- **Collegiality:** Students, staff, and faculty are joined in a collaborative partnership characterized by mutual respect to promote the vision and mission of the School of Liberal Arts.
- **Accessibility:** As a public institution, we are dedicated to making a high quality education as accessible as possible for all students through flexible scheduling, loans, scholarships and other means.

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

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

Action Steps:

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

Success Measures:

- The graduation rate shows a consistent increase
- Student retention rate increases annually until the overall rate is 85%
- Alumni and continuing student surveys indicate increased satisfaction
- We attract a more diverse and accomplished student body with higher standardized test scores and class rankings
- Faculty receive university, state, national and international awards for their scholarship on pedagogy and teaching
- We increase the number of students who complete internships, practica and service learning opportunities
- New graduate programs and certificates are established
- GRE scores for incoming graduate students rise consistently
- An increasing number of students (graduate and undergraduate) offer research-based presentations at professional meetings
- An increasing number of students (graduate and undergraduate) author or co-author scholarly publications

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

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

Action Steps:

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

Success Measures:

- An increase in the number of faculty publishing articles in leading discipline-specific journals, such as those with 90% or higher rejection rates, and in the overall number of such articles
- An increase in the number of articles published in leading interdisciplinary and international journals
- An increase in the scholarly citations of faculty work
- An increase in the number of books published in nationally and internationally recognized scholarly presses
- Research grant funds from federal agencies will increase
- Non-governmental research grants will increase
- An increase in the number of applied research partnerships within the community that result in published articles

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

Rationale: *Community partnerships are vital if we are to provide real-world learning for our students, alumni, faculty and staff, and if they, in turn, are to deliver the benefits of the liberal arts to those we serve.*

Action Steps:

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

Success Measures:

- Each department and program will be civically engaged, in a manner consistent with the mission of the department/program, so there is an overall increase in the number of partnerships, student internships, events, and other learning experiences for students
- Research and scholarship activities in community engagement will increase in a consistent fashion over time
- At least 10% of majors will graduate with study abroad experiences
- Enrollments in language and cultural/international studies will increase
- We establish new international exchange and study abroad programs while supporting and improving existing programs

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

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

Action Steps:

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

Success Measures:

- A new home for Liberal Arts is designed and built or Cavanaugh Hall is renovated
- Faculty and staff career patterns show consistent growth and development
- Faculty, staff and student satisfaction surveys show increased loyalty
- Measures of faculty and staff retention are developed and show an increase over time
- Appropriate measures indicate the development of a more diverse faculty, staff, and student body as identified in our core values
- Documented increases in the use and development of technological resources

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

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

Action Steps:

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

Success Measures:

- We engage in appropriate actions to assess the success of this strategic plan.
- Develop increased philanthropic support and other external funds to support strategic priorities.
- Increase undergraduate and graduate enrollment at a steady rate while simultaneously increasing the overall quality of students, as indicated by standard measures such as SAT and GRE scores.
- Increase the amount of indirect cost recovery from outside research grants.

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

Rationale: *If we are to attract funding, employees, partners, and students, our purpose and benefits must be widely understood and accepted.*

Action Steps:

- Consider renaming the School.
- Actively brand a new name, or the current name, with all constituents.
- Leverage existing and new relationships with corporate, nonprofit and government leaders to create vocal advocates for the humanities and social sciences.

Success Measures:

- The reputation of the School grows in the community and beyond, as evidenced by citations and quotations from faculty, students, staff, and alumni in newspapers, on television, and other media outlets.
- Private support increases to support the School's work.
- Student survey data indicate the School as the "first choice" of students.
- More Liberal Arts faculty and staff are invited to serve on community boards.
- More Liberal Arts faculty and staff are invited to be members of key university committees.
- There is an increase in the number of undergraduate and graduate students recruited to the School who are in the upper 20% of their class.