

# Strategic Plan 2010-2015

## Mission

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

## Aspiration

To become a model 21<sup>st</sup>-century urban liberal arts school and a preferred location for learning and research in the humanities and social sciences.

## Core Values

A liberal arts education is rooted in learning, reflection, teaching, 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, grounding our work in these shared values:

- **Student learning:** We provide an intellectual climate and curriculum that challenges students to think critically, communicate clearly, and succeed in their chosen fields.
- **Diversity:** We seek to better understand the complexities of human society, and believe that the educational environment is enhanced when multiple perspectives based on race, ethnicity, national citizenship, gender, gender identity, sexual preference, age, physical and mental differences, religious identification, ideology, and social class come together.
- **Research:** We encourage the on-going pursuit of knowledge and understanding through research and creative activity.
- **Excellence:** We seek excellence in teaching, research and creative activity, and professional and community service.
- **Collaboration with the community:** We value civic engagement as a way of enriching the academic environment, bringing citizens into our deliberations, 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 and seek to situate learning in a global context.
- **Collegiality:** Students, staff, and faculty are joined in a collaborative partnership-characterized by mutual respect-to promote the mission of the School.
- **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.
- **Ethics:** We promote high ethical standards in our courses and in our interactions within the School, campus and community.
- **Stewardship:** We steward the resources of the School-and measure their impact-in the most effective, efficient, ethical, and timely manner possible.

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## Five-Year Goals

**Goal 1:** Create learning opportunities that inspire students to develop their intellectual abilities academically, technologically, and practically in order to enhance their personal, professional, and civic lives.

### Key Strategies:

- Develop an undergraduate gateway course to articulate the purpose, meaning, and importance of a liberal arts education.
- Integrate information literacy into teaching in order to help students better develop their research, analytical, and critical thinking skills.
- Fully integrate "RISE to the IUPUI Challenge" initiatives (opportunities for research, international experiences, and service and experiential learning) throughout the curriculum in order to offer students unique learning opportunities and greater cross-cultural competencies.
- Improve our use of variable course formats, class scheduling, course delivery systems, individualized degrees (undergraduate and graduate), and available class locations to meet student needs and increase enrollments, retention, and graduation rates.
- Improve faculty awareness and use of teaching strategies that are effective with a diverse student population.
- Review the undergraduate curriculum, and develop dual-degree programs and five-year BA/MA programs.
- Review graduate offerings and programs for financial sustainability and instructional effectiveness.

**Goal 2: Continue and improve the quality and productivity of scholarly research and creative activity performed by Liberal Arts faculty and students.**

**Key Strategies:**

- Encourage and pursue inter-disciplinary research opportunities, including the hiring of more dual-appointment faculty.
- 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.
- Uphold standards of quality research and creative activity for all faculty with research expectations.
- Promote the publication of research in peer-reviewed open access journals and other forums, as well as the editing of such journals, and assist faculty who wish to establish such a journal. Establish standards for evaluating research that is published in such outlets.
- Explore and pursue means of providing additional funding to faculty to cover the costs associated with research, including submission fees and travel.
- Create more research opportunities for students in conjunction with coursework and through collaboration with faculty.

**Goal 3: Increase awareness, appreciation, and support of the School of Liberal Arts and of the impact and involvement, within the community, of its students, faculty, staff, and alumni.**

**Key Strategies:**

- Increase public and campus awareness (e.g., through promotional activities) of the impact and successes of liberal arts students and alumni, and of the community and individual benefits to be derived from a liberal arts education.
- Increase advocacy and support of the School by fostering, maintaining, and multiplying community partnerships and applied research relationships with corporate, nonprofit, and government institutions.
- Encourage and recognize outreach to middle and high schools and community colleges aimed at showcasing the diverse experiences and accomplishments of the School, and attracting a well-prepared and diverse student body.

**Goal 4: Support students, staff and faculty through improved efficiency, communications, and working environment.**

**Key Strategies:**

- Evaluate workflow and staffing within the School and consider reorganization in order to achieve a more equitable distribution of resources, and increased efficiency.
- Support and encourage collegiality, diversity, and sense of community and professional fulfillment among all faculty, staff, and students.
- Facilitate undergraduate student progress through reduced bottlenecks, increased transparency of scheduling and requirements, and improved advising.
- Improve functionality and attractiveness of public spaces and offices.
- Develop a master plan for a new facility, integrating the School's needs into the campus' overall planning process.
- Actively promote and support staff and faculty training opportunities.
- Maintain high-quality technical services support within the School, and ensure that new technologies are evaluated on the basis of cost effectiveness and their contribution to student learning.
- Continue evaluation and implementation of campus diversity initiatives including the Unit Action Plan, strategic hiring, and diversity awareness.

**Goal 5: Protect and promote the financial future of the School.**

**Key strategies:**

- Make strategic investments, pursue promising opportunities, and utilize existing resources as effectively as possible.
- Promote, support and recognize the attraction of external research funding in every department.
- Increase credit hours by at least 1 per cent annually School-wide for the life of this plan.
- Successfully complete the IMPACT IUPUI Campaign, with a fund raising goal of \$4 million, focusing on projects that fit IUPUI's RISE Initiative, Scholarships, Endowments for Institutes and Centers (which include graduate fellowships and endowed faculty positions) and program and departmental annual giving.

