Mission

Vision and Mission of the School of Liberal Arts

Our vision is to serve the needs of our urban constituencies with nationally competitive programs. Our mission is three-fold: to enhance the intellectual fabric of Greater Indianapolis, Central Indiana, and the state; to serve the needs of urban constituencies for high quality, post-secondary academic programs at undergraduate and graduate levels; and to prepare graduates specifically and citizens generally to meet the social, economic, political, and technological changes of the 21st Century.

Goals and Objectives

Goal 1: Increase the number of undergraduate students, credit hours taught, and Liberal Arts majors at a steady rate, and provide these students with a comprehensive liberal arts education in an urban setting with nationally competitive programs.

Goal 2: Enhance and expand Liberal Arts graduate degree programs, including the recruitment of more and better students for existing programs.

Goal 3: Enhance the quality and quantity of research and creative activity of SLA faculty.

Goal 4: Maintain and enhance Liberal Arts technology enterprises.

Goal 5: Increase community recognition of the quality and scope of the programs of the School of Liberal Arts through media and in public fora.

Goal 6: Participate in the Comprehensive Campaign for IUPUI to the fullest extent possible.

Goal 7: Promote staff development, in order to make working in Liberal Arts a positive experience. By increasing the quality of our staff and our working environment, we hope to also increase the quality of the service that we provide all students — majors, non-majors, undergraduates and graduate students.

Goal 8: Develop community activities and partnerships to enhance student learning.

Goal 9: Promote a diverse faculty, staff, student body, and curriculum in the School of Liberal Arts. We define diversity broadly, to encompass the many complexities associated with people, including race, ethnicity, gender, sexual orientation, age, and religious identification.

Fiscal Health

*** Fiscal health report for 2003-04 is attached as MS Excel Spreadsheet. ***
I. Profile of Fiscal Health

As of June 30th, 2003, the I.U. School of Liberal Arts is in the best fiscal health it has been in for several years. The School of Liberal Arts has been able to put money into the reserve fund this year due to the increase in student credit hours and some sound financial planning. The reserve fund has been built up to $670,897 and the goal is to meet the requirement of $687,348 (3% of the operating budget) by the end of FY 2004 (This represent an increase in funds set aside for the reserve fund during FY 03 of an additional $360,365). The IU School of Liberal Arts is now only $16,451 short of its goal where as in FY 01 there were no dollars put aside in the reserve fund. This has been a major step forward over the last 18 months.

The Summer II and Fall semesters of FY 04 have been just below budget in tuition dollars so the hope is that the Spring 2004 credit hours and the applicable tuition dollars will exceed the budget. If so every attempt will be made to reach this goal. The student credit hours have increased over the last several years in the following manner:

<table>
<thead>
<tr>
<th>Credit Hours*</th>
<th>FY 2000</th>
<th>FY 2001</th>
<th>FY 2002</th>
<th>FY 2003</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>125,899</td>
<td>131,754</td>
<td>136,997</td>
<td>143,682</td>
</tr>
</tbody>
</table>

*Credit hours are listed by the University before any withdrawals occur.

In addition, internal deficits of over $1,000,000 that had developed over a period of years have been eliminated within the last fiscal year, specifically in the financial aid account, in the indirect cost recovery account, among others. This bodes well for the future stability of the IU School of Liberal Arts' budget.

This good health is deceptive, however. As we delve deeper into the financial analysis, there are major threats to the good financial status of the School of Liberal Arts. One threat, which has grown considerably in recent years, is the university tax or assessment charged to the School (and other Schools on campus). For the School of Liberal Arts the tax or assessment has grown from being less than the state appropriation dollars allocated, as recently as FY 2001, to now exceeding the state allocation by $2,583,621. This only increases when special assessments are included. The university assessments and state appropriations for the last four years are listed below.

<table>
<thead>
<tr>
<th>FY 2001</th>
<th>FY 2002</th>
<th>FY 2003</th>
<th>FY 2004</th>
</tr>
</thead>
<tbody>
<tr>
<td>State Appropriations</td>
<td>$12,392,822</td>
<td>$12,253,060</td>
<td>$12,290,515</td>
</tr>
</tbody>
</table>

University Assessments ($11,791,505) ($12,465,912) ($13,037,181) ($14,048,813)

This creates a very large deficit for the School that must be covered purely through additional tuition dollars. If credit hours ever fall and the applicable tuition dollars drop the I.U. School of Liberal Arts will find itself with a significant financial deficit.

A second threat involves state appropriation dollars which have decreased over the last four years, as noted above. If this continues it will increase the financial risk to the I.U. School of Liberal Arts.

The School of Liberal Arts continues to work with the IUPUI Campus Administration to reduce the Polis Center's deficit. A five year payback plan has been developed and implemented. The plan is currently on target and more than $750,000 has been paid back thus far.

In order to control costs the following steps have been implemented by the School:

1. With the goal of controlling costs and providing as much of a salary increase to faculty as possible for FY 2003-04, departments were given no increase in their supplies and expenses, travel budgets, etc. for the second straight year.

2. The authorization of new tenure track faculty positions has been limited.
3. Departments with retiring faculty have not been allowed to automatically replace these faculty members. Replacement has been selective, based on School and Department needs.

II. Brief Report on use of campus reallocation funds received during 2002-03:

The School of Liberal Arts did not receive reallocation funds during FY 2002-03.

Reallocation Plan

For 2003-04, the School of Liberal Arts received support for the hiring of one faculty member (salary $97,000; fringe $40,578).

For 2003-04, the School also $12,772, in support of one Trustees Lecturer.

Other Question(s)