## 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 and the public as they seek greater understanding of the visual arts. This is accomplished through a variety of courses, and creative specialty programs and activities.

## Goals and Objectives

- A highly qualified faculty will provide exceptional educational opportunities to a diverse array of students.
- Enhance the overall strength of Herron’s undergraduate programs
  - **Campus Planning Theme:** Teaching and Learning, Best Practices
  - **Secondary Goals:**
    - **Sub Unit:** None
    - **Time Frame:** 1/2005

### Actions taken for 2004-2005:

**Goal - Enhance the national reputation of Herron’s undergraduate programs**

**Objectives to achieve goal**

- Develop a more effective means of tracking learning outcomes
- Continue to stay abreast of ongoing changes in the professional worlds our students will enter upon graduation, and develop curricular changes to keep pace
- Monitor the success of our alumni
- Focus on best practices in teaching studio art, art history, visual communication, and art education

### Evidence of Progress for 2004-2005:

- Developed a more effective means of tracking learning outcomes
  - Faculty members in the Department of Visual Communication Design continue 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.
- Continued to stay abreast of ongoing changes in the professional worlds our students will enter upon graduation, and develop curricular changes to keep pace
  - Faculty members in the Department of Visual Communication Design launched in Fall 2005 a completely revised curriculum for the BFA major in Visual Communication. The new curriculum focuses achieving new essential competencies in design defined by the National Association of Schools of Art & Design in association with the national professional association for design professions.
  - Faculty members in the Department of Visual Communication Design continue active leadership roles in the national professional organizations for design and in shaping the professional fields our student enter.
- Monitored the success of our alumni
Faculty members in the Department of Visual Communication Design continue active contact with alumni who graduate with majors in visual communication. The department is completing a new weblog to facilitate communication with and between alumni.

- Faculty members in the Department of Visual Communication Design continue to maintain active agendas for professional development in the scholarship of teaching and learning by attending workshops and conferences. The department is working with the IUPUI Center for Service and Learning under the Engaged Department grant for Commitment to Excellence.

- The Foundations Curriculum Committee passes a curricula restructuring that better articulates and places a greater emphasis on the Foundations Studies Core Objectives and Principles of Undergraduate Learning. The Foundations Curriculum Committee, with approval of the full faculty, established a list of the Core Objectives for all Foundations courses in the program. In general, all course, in the program will emphasize these issue; particular objectives will naturally be emphasized stronger in some classes than others.

- Herron is a supporting member of the Foundations in Art Theory Education or FATE. FATE is an organization that focuses specifically on Foundations curricula. Foundations faculty regularly attend FATE’s biannual conference. The Foundations Coordinator is also a Regional Coordinator for FATE. Another member of the Foundations faculty has published an article in FATE annual publication FATE Review.

- The Foundations Coordinator was invited by Washington University in St. Louis, to assess the School of Art’s Core Curricula. The assessment was a two-day process that was followed by written report.

- Foundations Faculty meets annually to award scholarships that apply to the sophomore year.

- In Fine Arts Department, Civic Engagement activity has been incorporated into some curriculum as regular activity. This process is ongoing and will continue as opportunities arise.

In Fine Arts Department, the faculty was enriched by the successful search for new tenure-track faculty members in: printmaking, painting; printmaking/painting; art history; and visual culture.

Activities planned for 2005-2006:

**ACTIONS PLANNED (2005-2006)**

- In the Fine Arts Department, a system of Studio Credit courses for Juniors and Seniors to earn 4 credits as opposed to 3 credits will be studied to determine benefits and feasibility.

- BFA Curriculum Committee will continue its work on the following issues: 1. Assessing and modifying as appropriate the General Fine Arts degree requirements, 2. Assessing the potential value of Drawing as a degree program or restructured within the General Fine Arts Degree.

Expand Community Outreach Programs

**Campus Planning Theme:** Teaching and Learning

**Secondary Goals:**

**Sub Unit:** None

**Time Frame:** On-going

Actions taken for 2004-2005:
Goals – increase revenue, enhance community relations, and provide visual literacy opportunities for campus and community

Objectives to achieve goals

- Increase offerings of Saturday School, Honors Art Program, Youth Art Camp
- Promote Herron Galleries and Sculpture Garden programming
- Promote Visiting Artist Lecture Series to Campus and Community
- Promote Herron Film Series
- Promote International Travel Opportunities beyond Herron students

Sources of Revenue – Tuition for classes, fees, individual gifts and donations, grants, Herron fundraising events, corporate sponsorships, private funding for endowments

Evidence of Progress for 2004-2005:

Actions Taken and Evidence of Progress (2004-2005)

- Developed focused advertising (local publications, radio, tee-shirts, gift certificates)
- Applied for several grants and other sources of additional income
- Implemented first Honors Art student show
- Created Weekend Workshops to run every January
- Expanded Youth Camp from 20 students (previous year) to 40 students
- Awarded 5 additional Saturday School need-based scholarships
- Inaugural exhibitions in Herron Art Galleries in Eskenazi Hall
- Planned and installed Public Sculpture Invitational. Fifteen public works of art created by some of the world’s most noteworthy artists are being exhibited on the grounds of Eskenazi Hall. Herron faculty included in the exhibition are Katrin Asbury, Greg Hull, and Eric Nordgulen. Other artists include David Bellamy, Barbara Cooper, Tom Otterness, John Ruppert, James Wille Faust, Edward Mayer, Don Guinier, Judith Shea, Casey Eskridge, Wim Delvoye, Tom Sachs, Arney Nadler. This public sculpture project was made possible through $150,000 in grants from the Cultural Development Commission, Ruth Lilly, IU New Frontier Grant, and the IUPUI Campus Arts Committee.

Activities planned for 2005-2006:

Actions Planned (2005-2006)

- Expand focused advertising with school visits and portfolio day participation
- Expand classes to include Elementary-aged children in Saturday School
- Expand Youth Camp from 40 students to 120 students
- Expand Youth Camp to include grades 6-10
- Youth Camp to partner with IUPUI Sports Complex in order to combine sport camp and art camp
- Expand Weekend Workshop class offerings
- Arrange student housing for out-of-town students
- Begin annual Youth Camp art show
Award 15 more Saturday School need-based scholarships
Promote Herron’s Study Abroad program for summer 2006 — “Art and Culture of Greece”
Develop a 1-credit course offering in Visual Literacy to be offered to the IUPUI campus

Increase enrollments and develop new courses for non-art majors

Campus Planning Theme: Teaching and Learning, Research, Scholarship and Creative Activity, Campus Climate for Diversity, Civic Engagement
Secondary Goals:
Sub Unit: None
Time Frame: end of 2004

Actions taken for 2004-2005:

Goals – Double tuition revenue and increase number of BFA recipients by 15%

Objectives to achieve goals
- Admit more students into Herron’ degree programs (15% increase)
- Offer art and design service courses for other IUPUI degree programs
- Team-teach and develop more interdisciplinary opportunities
- Create Center for Visual Literacy – develop workshops and 1 credit courses
- Recruit more out-of-state and international students
- Hire necessary faculty, public scholars, lecturers to accommodate growth (focus on diversity initiative)

Sources of Revenue – Start up funding for 3-4 faculty positions may be necessary for 2-3 years (perhaps through diversity initiative funds). Once the degree program numbers are stabilized, the increased tuition revenue will offset cost of hiring additional faculty. We may be able to create joint appointments through collaborative efforts on campus and in the community.

Evidence of Progress for 2004-2005:

actions taken and evidence of progress (2004-2005)

- Developed and offered a service course in Color and Design (E109) for Interior Design spring ’05
- Successful establishment of a summer Graduate Studio Workshop program, summer ’05
- Developed 4 other new classes for non-art majors to be offered in the summer/fall of ’05 (drawing for interior design, non-darkroom photo, painting workshop and drawing workshop)

Activities planned for 2005-2006:

Actions planned (2005-2006)

- Expand the service course Color and Design E109 to 3 sections
- Develop and offered additional service courses for Interior Design
Launch MFA programs in visual communications & studio arts

Campus Planning Theme: Teaching and Learning

Secondary Goals:

Sub Unit: None

Time Frame: 2006

Actions taken for 2004-2005:

Goal – Herron to be nationally recognized for quality graduate programs.

Objectives to achieve goals

• Build upon Herron’s strengths and unique characteristics to create graduate programs,
• Recruit highly qualified and diverse faculty to teach graduate students.
• Recruit out-of-state and international students.
• Increase the school’s research profile and civic engagement through graduate student activities.
• Campus/Community Collaborations
• Civic Engagement – contract projects for students

Sources of Revenue – Tuition revenue, contract income, private philanthropy for endowed professorships, campus reallocation funds, diversity initiative funding

Evidence of Progress for 2004-2005:

Actions taken and evidence of progress (2004-2005)

• Built upon Herron’s strengths and unique characteristics to create graduate programs
  - Department of Visual Communication Design will launch a new 60-credit MFA Visual Communication graduate program with a focus on “Design Thinking for Design Leadership.” The degree will include some collaborative, cross-disciplinary courses.
  - Courses in the new MFA Visual Communication graduate program will support a new “Enterprise Experience in Design Thinking” for Master in Business Administration (MBA) students at IUPUI Kelley School of Business.
• Recruited highly qualified and diverse faculty to teach graduate students.
• Formed M.F.A. Committee in the Department of Fine Arts to develop plans for proposal for new track in visual art for Herron’s M.F.A. degree.
• Relocated Herron into Eskenazi Hall; Eskenazi Hall has been planned and completed with appropriate spaces for housing graduate students’ studios and work areas.
Activities planned for 2005-2006:

**ACTIONS PLANNED (2005-2006)**

- Develop and implement marketing and recruiting plans, including the development of printed and web-based materials, for attracting top quality graduate students to the M.F.A. in Visual Communications program to enroll Fall 2006
- Department of Visual Communication Design is conducting one search for a tenure-track faculty member to add intellectual diversity to the graduate faculty.
- Complete and submit Proposal for new track in Visual Art in Herron’s professional degree Master of Fine Arts

Herron will attract and retain highly qualified, highly engaged faculty.

Resolve Faculty Salary Equity Issues

**Campus Planning Theme:** Research, Scholarship and Creative Activity

**Secondary Goals:**
- **Sub Unit:** None
- **Time Frame:** On-going

Actions taken for 2004-2005:

**Goal** - Increase Herron faculty salaries to a competitive level with peer institutions

**Objectives to achieve goals**
- Salary Equity studies have been completed for the past three years comparing Herron faculty salaries to IUPUI and to art departments and art schools at peer institutions.
- Sources of Revenue – Faculty retirements, funding from campus reallocations, private funding for endowed professorships

Evidence of Progress for 2004-2005:

**ACTIONS TAKEN AND EVIDENCE OF PROGRESS (2004-2005)**

- Herron has been successful in attracting new faculty in junior level positions at competitive salaries. Inequity issues still exist in mid to senior faculty.

Activities planned for 2005-2006:

**ACTIONS PLANNED (2005-2006)**

- Continue to attract new faculty in junior level positions at competitive salaries.

Herron will launch new fundraising plans upon completion of the current capital campaign.

‘Build Endowment for School’
Actions taken for 2004-2005:

Goal – achieve financial security for the school and gallery

Objectives to achieve goal
- Continue to cultivate and solicit donors who made contributions to the capital campaign
- Identify and cultivate new donor prospects
- Explore corporations and foundations for fundraising opportunities on a national level
- Continue to nurture and build the John Herron Society
- Continue to cultivate external champions who will help identify and secure funding opportunities

Sources of Revenue – Private funding from individuals, foundations, and corporations.

Evidence of Progress for 2004-2005:

**ACTIONS TAKEN AND EVIDENCE OF PROGRESS (2004-2005)**

- Held donor recognition event to thank capital campaign donors; have met with several donors to steward and recognize their contributions
- Created a list of major donor prospects (pulled from various constituency groups, including individuals, corporations and foundations)
- Interviewed various members of the Dean’s Advisory Board for advice on establishing an endowment following the capital campaign
- Internally, examined numerical goals for endowment based on program and priority needs

Activities planned for 2005-2006:

**ACTIONS PLANNED (2005-2006)**

- Incorporate capital campaign donors into Herron’s master mailing list, providing frequent and direct communication between the school and donors
- Hold donor recognition event for John Herron Society members
- Distribute direct mail solicitation for new and lapsed John Herron Society members
- Develop guidelines for structure of Dean’s Advisory Board, increasing membership to include three members located throughout the country
- Developing a campaign to increase an endowment that will generate income to support an increased number of scholarships for Herron students participating in Study Abroad programs organized by Herron

☐ Relocate Herron School of Art and Design to the IUPUI campus and connect to the “Cultural Trail”.

Campus Planning Theme:
Secondary Goals:
Sub Unit:
Time Frame:
Secondary Goals:
Sub Unit:
Time Frame:

Actions taken for 2004-2005:

Goals – Successfully conclude the capital campaign to coincide with the completion of Eskenazi Hall. Take action to enhance Herron’s identity and presence among the other cultural institutions.

Objectives to achieve goals
- Solicit major gifts as outlined in the capital campaign development plan
- Launch comprehensive alumni and broad-base community campaign for building project
- Capitalize on the attention that Herron is receiving as a result of the building project
- Collaborate with surrounding cultural organizations on the canal and WRSP to establish Herron as a partner on the cultural trail that is currently under conceptual development
- Make Herron one of the city’s cultural destinations by building and promoting the Herron galleries, and sculpture gardens

Sources of Revenue – private funding, community partners

Evidence of Progress for 2004-2005:

- On June 3, 2005, Herron School of Art and Design celebrated the dedication and grand opening of Eskenazi Hall. This is a significant milestone in the history of the school. Herron joined Indiana University thirty-eight years ago. The school’s relocation to the IUPUI campus completes the physical and academic integration of Herron into the university. Herron’s improved accessibility to IUPUI students and the Indianapolis community has already begun to stimulate increased interdisciplinary collaboration with other schools and arts organizations. With state-of-the-art facilities, in the heart of Indianapolis’s White River cultural corridor, Herron is well poised to become one of the premier art and design schools in the nation.
- The total project cost for Eskenazi Hall and Herron’s sculpture and ceramics facility (on Stadium Drive) was $29.8 million, secured with a $12 million allocation from The State of Indiana allocated $12 million for the capital projects and Herron was charged with raising the remaining $17.8 million necessary for the construction of these two buildings.
- Herron School of Art’s name changed to Herron School of Art and Design. Herron has offered degrees in communication design and graphic arts since the 1930’s. The name change better reflects the importance of both the fine arts and visual communication design in the school’s academic programs.

Activities planned for 2005-2006:

- Continue to develop programs to integrate Herron in its new home in Eskenazi Hall with the campus and community (these actions are outlined in detail in the actions planned for the priorities listed below.)

- Herron will launch a $5 million endowment campaign in 2006.

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

Secondary Goals:
Sub Unit:
Time Frame: 2010
Actions taken for 2004-2005:

Initial discussions have taken place between the dean and family and corporate foundations, as well as specific individual donors who will make leadership gifts.

Evidence of Progress for 2004-2005:

Deans Board of Advisors support this initiative.

Herron has been invited to submit a major gift request to a foundation in June 2005.

Activities planned for 2005-2006:

Dean will continue to plan with her Advisory Board and the schools Development Director.

- Herron will serve increasingly as a resource in the arts, locally, regionally, and beyond.

Create Center for Art, Design and Public Life

Campus Planning Theme: Civic Engagement

Secondary Goals:

Sub Unit: None

Time Frame: On-going

Actions taken for 2004-2005:

Goals - Double Herron’s externally funded Research/Creative Activity. Increase experiential learning opportunities for degree seeking students. Double the number of civic engagement projects

Objectives to achieve goals

- Hire a Director for the Center
- Package and market the identity and mission of the Center for Art, Design and Public Life to campus and external constituents
- Establish a connection to the IUPUI Solution Center
- Increase the number of professional practice courses and client opportunities for students
- Increase the number of internships for students through community partnerships
- Increase funding for student and faculty research and creative activity through public art projects and client contracts
- Civic Engagement Projects - continue to build community partnerships
- Enhance Herron’s reputation as a vital resource for central Indiana’s cultural development
- Collaborate with other cultural organizations
- Better utilize Herron’s closest constituents as resources (e.g. Dean’s Advisory Board)

Sources of Revenue – self-sustaining through contracts, grant income, community partnerships, private funding, and corporate sponsorships

Evidence of Progress for 2004-2005:

Herron has effectively achieved Priority #3 during 2004-2005 (Create Center for Art, Design and Public Life)
Because Herron has effectively achieved Priority #2 during 2004-2005 (Create Center for Art, Design and Public Life), this priority will be updated as follows for 2005-2006 with the following goals, objectives, and actions planned:

Activities planned for 2005-2006:

The first annual Leibman Lecture, a collaboration of Kelley School of Business-Indianapolis, IU Law School-Indianapolis, and Herron School of Art, will occur November 5, 2004 and will attract students, staff, faculty and the community.

➢ Hired a Director for the Center: The school was successful in obtaining external funding via a gift from the Christel DeHaan Family Foundation and support from the IUPUI Solution Center and began a national search for a director for the Center for Art, Design and Public Life. As of the end of the 2004-2005 year, the search is underway and a viable candidate has been identified. That individual will use part of his time working more broadly for the university to coordinate campus wide community activities in the areas or art, culture, and tourism while devoting most of his job to overseeing Herron’s externally focused programs and projects. All is on target for that individual and an assistant to start at the beginning of the 2005 Fall Semester.

➢ Packaged and marketed the identity and mission of the Center for Art, Design and Public Life to campus and external constituents: The Center for Art, Design, and Public Life was included in promotional materials for IUPUI’s Engaged Centers and is set to open its doors in the most up-front and prominently placed location in the new facility just inside the New York Street entrance in Herron’s Eskenazi Hall.

➢ Established a connection to the IUPUI Solution Center: the Director of the Center for Art, Design, and Public Life will have ongoing responsibilities to connect the work of the IUPUI Solution Center and Herron’s Center for Art, Design and Public Life.

➢ Civic Engagement Projects - continued to build community partnerships. Via the Dean and other faculty Herron completed a record number of community-focused projects including a higher number with external funding and generally larger amounts including the following:

• **Public Sculpture Invitational** – Fifteen public works of art created by some of the world’s most noteworthy artists are being exhibited on the grounds of Eskenazi Hall. This public sculpture project was made possible through $150,000 in grants from the Cultural Development Commission, Ruth Lilly, IU New Frontier Grant, and the IUPUI Campus Arts Committee.

• **2004 World Swimming Championships** – Assistant Professor Greg Hull designed and fabricated podiums for the World Swimming Championships. The podiums were used in Conseco Field House for the 40 medals ceremonies; the events were witnessed by over 75,000 visitors and televised to over 300 countries around the world. The project was funded by the Indiana Sports Corporation and the Cultural Development Commission.

• **Buffalo Bill Historical Center**, Cody, Wyoming – Working in partnership with the President of the Buffalo Bill Historical Center, a 300,000 square foot museum complex at the east gate of Yellowstone National Park, Herron Visual Communication students and faculty leader Jeremy Shellhorn developed and presented proposals for organizational brand strategy and positioning, institutional identity, exterior architectural signage, web communication presence and other communication materials. Funded research: $36,000

• **Art in the Trees** – The Indianapolis Cultural Development Commission, as part of the Indianapolis 2005 Citywide Cultural Celebration, commissioned 12 Herron School of Art and Design students to create sculptural installations for Military Park titled "Art in the Trees."

• **Conseco Fieldhouse** – Working in partnership with the staff of the Indiana Pacers and New Media Professor Steve Mannheimer, Herron Visual Communication students with faculty members Jeremy Shellhorn and Young-Bok Hong, designed and implemented a series of permanent interpretive displays in Conseco Fieldhouse that tell the history of the Indiana Pacers and the sport of basketball in Indiana. Funded research: 100,000
Among the other community partners and professional practice clients are the Marion County Board of Elections, Prevent Child Abuse, The Dyslexia Institute of Indiana, The Writers’ Center, Orkestra Projekt, Crane House, Arts Council of Indianapolis, Earth Day, and the Indiana Coalition for Housing and Homeless Issues. Herron was involved in planning or implementing public projects with the Eiteljorg Museum, the Indianapolis Museum of Art, and Freetown Village.

Increased the professional practice work for IUPUI schools, including:

- The Center on Philanthropy, working in partnership with executive leaders of The IU Center on Philanthropy, Herron Visual Communication students with faculty member Jeremy Shellhorn developed, designed and implemented a new logotype for the Center, revised the website site map and navigation, and applied new organizational identity standards to the look and feel of the website.

- in—arts, YoungDok Hong, assistant professor of visual communications worked with the Arts Council of Indianapolis, IUPUI senior administrators, and Herron Visual Communication students to develop and implement a website to serve as the cultural portal for higher-education students in Central Indiana. The site, written for and by students, features news, information, reviews and ticket discounts on regional cultural programming. Sponsored by Central Indiana Community Foundation.

- IUPUI Office of International Affairs - Assistant Professor Vance Farrow worked with advanced drawing students to complete a suite of drawings on the theme of “Dreams of Foreign Travel”. The completed works were installed Spring 2005 and will continue to be exhibited for two years in the IUPUI Office of International Affairs.

Integrate and Grow the Center for Art, Design and Public Life

Campus Planning Theme:
Secondary Goals:
Sub Unit:
Time Frame:

Actions taken for 2004-2005:

GOALS AND OBJECTIVES - Increase Herrons externally funded Research/Creative Activity. Double the number of civic engagement projects. Consolidate the development and planning of externally focused programs and projects through the center to maximize potential and increase return on investment.

Evidence of Progress for 2004-2005:

Activities planned for 2005-2006:

ACTIONS PLANNED to achieve goals (2005-2006)

1 Hire a Director for the Center (Began September 6)
2 Develop an operational budget for the Center and secure funding for at least the next operating year through projects, grants, private philanthropy, and other sources of revenue
3 Develop a viable 3-year business plan for the activities of the Center
4 Reconfigure the physical offices of the Center to better promote the activities of the school and serve as a resource
for obtaining, developing, and implementing community-based projects.
5. Implement a policy and set of procedures whereby the Center’s oversees official school projects. Train faculty and staff on new methods of introducing projects into the system and schedule.
6. Package and market the identity and mission of the Center for Art, Design and Public Life to campus and external constituents.
7. Develop collaborative relationship with the IUPUI Solution Center
8. Initiate a centralized program for internships and other employment opportunities.
9. Join the campus-wide initiative to operate job programs with a common software system.
10. Increase the number of professional practice courses and client opportunities for students.
11. Increase the number of and funding for student and faculty research and creative activity through public art projects and client contracts.
12. Continue to build community partnerships and collaborate with other cultural organizations.

Enhance Herron's reputation as a vital resource for central Indiana's cultural development.

Fiscal Health

*** Fiscal health report for 2005-06 is attached as PDF file.***

Reallocation Plan

Other Question(s)

Doubling goals. In what ways has and will your responsibility center contribute to the Chancellor’s doubling goals for enrollment (retention and graduation rates and degree conferrals), research and scholarship (grants and contracts), and civic engagement (service learning, internships, community collaborations)?

Diversity. What actions have you taken and what results have you achieved in diversifying your student body (particularly in improving the success rates of minority students) and your faculty and staff?

Campus coordination and cooperation. Are you willing to work with an adjudicative group in resolving conflicts in course and program offerings in the spirit of reducing campus duplication and overlap? If so, what forum or format would be most helpful to you? Please cite examples of your cooperation with other units in resolving such conflicts.

4) What actions have you taken to promote the retention of all students, and in particular; individuals who would diversify the student body, e.g., ethnic, racial, and gender minorities?

5) What uses are you making of the student technology fee?