IV. School of Liberal Arts at IPFW
Strategic Plan, 2006-2010

Vision:
In the Fall of 2005, this plan was endorsed by the faculty, students, and stakeholders of the School of Liberal Arts.

As Indiana University's only School of Liberal Arts, we offer the breadth of a small college in combination with the advantages of the largest urban research campus in the state. Indiana University-Purdue University Indianapolis (IPFW). We are the home of 11 departments, 14 academic programs, and 6 institutes and research centers with national and international reputations for research, teaching, and community engagement. At the undergraduate level, we offer a range of baccalaureate degrees, graduate programs, and certificate programs. At the graduate level, we offer a Ph.D. in Philosophical Studies, and master's degrees and graduate certificates in several fields. Located in the state capital, we are a unique position to develop partnerships — in Indianapolis, across the state, and internationally — as we contribute to the social, cultural, and economic development and foster lifelong learning and civic engagement.

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

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 lifelong learning that enhances commitment to civil society through engaged and educated citizens.

Our Core Values:
A liberal arts education is rooted in reflection, tutorial and learning, scholarship, and service to people across cultures and over time. To provide 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 and development: We provide students with a challenging and consistent experience that integrates classroom and community-based learning.
- Diversity and community: We acknowledge and celebrate the complexity of human beings and include those who are traditionally underrepresented, and we promote the understanding of cultural diversity.
- Excellence and quality: We support research and creative activity, and we offer engagement and professional service.
- Collaboration and community: We value the development of a community of scholars, and we promote the exchange of ideas, the sharing of resources, and the development of partnerships.
- Student development: We strive to develop students' intellectual, ethical, and civic understanding.

Goal 1: The School of Liberal Arts will develop students' intellectual skills and abilities.

Conceptual Knowledge: We must ensure that all students benefit from a liberal arts education and that employers and society at large recognize the value of this education.

Action Areas:
- Provide a campus-wide curriculum that emphasizes the principles of undergraduate learning.
- Provide innovative pedagogies, including technology, that enhance student learning.
- Develop department- and program-specific learning outcomes, and facilitate exposure to students who connect with community partners and individuals in and beyond the metropolitan Indianapolis region.
- Support the development of internal and external grant applications in support of teaching and learning.
- Enhance and support other programs, including Ph.D. programs, which prepare students for careers in academia.
- Support and develop well-prepared and outstanding graduate and professional students.

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.

Research and scholarship: Our central location in the state's capital, our commitment to professional, technical, and academic education and the collaborative environment of the School of Liberal Arts, are essential to our mission.

Action Areas:
- Identify and support disciplinary and interdisciplinary studies in which the School has the opportunity to make innovative contributions to the national and international levels.
- Increase the level of external support received by faculty, through additional funding sources and existing with proposal preparation, mentoring, and reporting.
- Identify standards of quality research and catalyze activity within the School and to appeal these standards for all faculty and research expectations.

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

Community partnerships: Community partnerships are vital if we are to provide real-world learning experiences to 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 Areas:
- Develop and implement partnerships that are meaningful and effective.
- Provide opportunities for academic, professional, and community engagement.
- Support and develop partnerships with community organizations and institutions.
- Develop and support partnerships with community organizations and institutions.
- Involve students in community partnerships through research and service.
- Access to national and international exchange and study abroad programs and opportunities.

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

Rationale: We must ensure that all students benefit from a liberal arts education and that employers and society at large recognize the value of this education.

Action Areas:
- Address the issue of special education.
- Address the issue of adult education.
- Address the issue of international students.
- Address the issue of multicultural education.
- Address the issue of diverse populations.
- Address the issue of global education.

Goal 5: The School of Liberal Arts will seek to maintain and enhance its reputation for excellence and reputation.

Rationale: The School of Liberal Arts will seek to maintain and enhance its reputation for excellence and reputation.

Action Areas:
- Establish and maintain the School's reputation by highlighting its achievements.
- Recognize the School's contributions to the academic community.
- Build partnerships with other institutions and organizations.
- Support and develop partnerships with community organizations and institutions.
- Involve students in community partnerships through research and service.
- Access to national and international exchange and study abroad programs and opportunities.

Goal 6: The School of Liberal Arts will seek to maintain and enhance its reputation for excellence and reputation.

Rationale: The School of Liberal Arts will seek to maintain and enhance its reputation for excellence and reputation.

Action Areas:
- Address the issue of special education.
- Address the issue of adult education.
- Address the issue of international students.
- Address the issue of multicultural education.
- Address the issue of diverse populations.
- Address the issue of global education.

Goal 7: The School of Liberal Arts will seek to maintain and enhance its reputation for excellence and reputation.

Rationale: The School of Liberal Arts will seek to maintain and enhance its reputation for excellence and reputation.

Action Areas:
- Address the issue of special education.
- Address the issue of adult education.
- Address the issue of international students.
- Address the issue of multicultural education.
- Address the issue of diverse populations.
- Address the issue of global education.

Goal 8: The School of Liberal Arts will seek to maintain and enhance its reputation for excellence and reputation.

Rationale: The School of Liberal Arts will seek to maintain and enhance its reputation for excellence and reputation.

Action Areas:
- Address the issue of special education.
- Address the issue of adult education.
- Address the issue of international students.
- Address the issue of multicultural education.
- Address the issue of diverse populations.
- Address the issue of global education.

Goal 9: The School of Liberal Arts will seek to maintain and enhance its reputation for excellence and reputation.

Rationale: The School of Liberal Arts will seek to maintain and enhance its reputation for excellence and reputation.

Action Areas:
- Address the issue of special education.
- Address the issue of adult education.
- Address the issue of international students.
- Address the issue of multicultural education.
- Address the issue of diverse populations.
- Address the issue of global education.

Goal 10: The School of Liberal Arts will seek to maintain and enhance its reputation for excellence and reputation.

Rationale: The School of Liberal Arts will seek to maintain and enhance its reputation for excellence and reputation.

Action Areas:
- Address the issue of special education.
- Address the issue of adult education.
- Address the issue of international students.
- Address the issue of multicultural education.
- Address the issue of diverse populations.
- Address the issue of global education.

Goal 11: The School of Liberal Arts will seek to maintain and enhance its reputation for excellence and reputation.

Rationale: The School of Liberal Arts will seek to maintain and enhance its reputation for excellence and reputation.

Action Areas:
- Address the issue of special education.
- Address the issue of adult education.
- Address the issue of international students.
- Address the issue of multicultural education.
- Address the issue of diverse populations.
- Address the issue of global education.
The Associate Dean for Research and Graduate Programs of the II School of Liberal Arts has lent support to several departments that pursued new programs. These programs, Museum Studies, GIS, and Philosophy received small grants from the Council of Graduate Schools for assistance in implementing their programs.

Enrollment of Programs for 2004-2005

A new M.A. in Visual Communication in Political Science. As of Fall 2007, the II School of Liberal Arts offers 1 Ph.D., 3 M.A. degrees and 5 Graduate Certificates. Had the planned re-organization of jonathan into the School been implemented, this development would have added a professional degree to the School’s center of graduate programs and two graduate certificates.

Enrollment of Programs for 2005-2006:

Some departments, especially after positive academic entries and also in proportion of program entries, are currently exploring the feasibility of the B.A. program (Economics, Public History and Medical Sociology), Anthropology is pursuing a M.A. program.

II: Objectives (determined at Action Step under Goal 1 of the School’s Strategic Plan) Achieve, retain, and graduate well-prepared and diverse undergraduate and graduate students.

Course Planning: Teaching and Learning: Best Practices

Secondary: Goal 5

End Date: June 2009

Time Plan: Copying

Enrollment of Programs for 2006-2007:

Objectives 1: Participated in Action Step under Goal 3 of the School’s Strategic Plan.

Representatives from the School, faculty and administration, are actively participating in campus-wide efforts to recruit, retain, and graduate students (even among them from Boardman Management Council, Morning Committee for Recruitment and Graduation, Gateway Focus, and University College). In pursuit of these efforts, the School has implemented and successful programs such as Summer Academy, Title I, Learning Communities as well as recruiting and retention events. As an outcome of these efforts, the School has registered with the University the faculty effort, which has yielded significant results in terms of student recruitment and retention.

Because the School is more likely to be available for student-faculty interaction that associate faculty, and because they are in better position to be supervised, monitored, and developed in their roles as educators, the II School of Liberal Arts continues to replace associate faculty with full-time lecturers. In order to attract the most suitable associate faculty and retain well-qualified lecturers for the School to succeed in its salary policy, making associate faculty pay more competitive and bringing summer school pay for lecturers in line with the rest of the full-time faculty. The high caliber of lectures is evident in the annual promotion of several lectures to make lecturers on the basis of demonstrated excellence as teaching. In some exceptional cases qualified lecturers have moved to tenure-track assistant professors position possible.

Enrollment of Programs for 2004-2005

In 2006-07, the II School of Liberal Arts One-Year Enrollment Rate (Fall to Fall) was: Undergraduates – 73%; Full-time Undergraduates – 49%; Part-Time Undergraduates – 21%; Graduate Students – 40%; Part-Time Graduate Students – 7%.

The II School of Liberal Arts has achieved a goal of having an overall undergraduate retention rate of 51% by 2010 (see also: Goal 4. Action Step (Objective 4)).

Diversity of Liberal Arts Students (Fall 2007):

<table>
<thead>
<tr>
<th>Ethnicity</th>
<th>Number</th>
<th>% of Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Asian</td>
<td>15</td>
<td>5%</td>
</tr>
<tr>
<td>African-American</td>
<td>30</td>
<td>10%</td>
</tr>
<tr>
<td>American Indian</td>
<td>10</td>
<td>3%</td>
</tr>
<tr>
<td>Hispanic</td>
<td>30</td>
<td>10%</td>
</tr>
<tr>
<td>European</td>
<td>120</td>
<td>40%</td>
</tr>
<tr>
<td>Korean</td>
<td>20</td>
<td>7%</td>
</tr>
<tr>
<td>Other</td>
<td>10</td>
<td>3%</td>
</tr>
</tbody>
</table>

Enrollment of Programs for 2005-2006:

Continue the above, enhance and expand new opportunities areas.

Goal 3: The School of Liberal Arts will be recognized as a center of excellence for both interdisciplinary and interdisciplinarity research and as a leadership in the humanities and social sciences. It will also develop a faculty in philosophy and the social sciences, art history, and related fields within the highly collaborative environment of University of Illinois as well as other universities and to contribute to the University’s research goals.

II: Objectives (determined at Action Step under Goal 2 of the School’s Strategic Plan): Build and support interdisciplinary and interdisciplinarity clinics within the School has the opportunity to do innovative work at both national and international level.

Course Planning: Teaching and Learning: Research, Scholarship and Creative Activity: Best Practices

End Date: June 2009

Time Plan: Copying

Enrollment of Programs for 2006-2007:

Improve the II School of Liberal Arts has been active supporting the University’s life and health sciences initiative to two ways through teaching and learning to enable and graduate students pursue further education and careers in the life and health sciences through the continued development of interdisciplinary research projects that are focused on the life and health sciences, through centers that emphasize the impact of life and health sciences on the world and the nature of the School’s (Consortium of Global Health Communication Research and Research Associates).

The II School of Liberal Arts has supported research endeavors that have strong applied components, ranging from publication of scholarly edition of major American writers to analyses of environmental policies that predict the use and distribution of water in North America and Europe, in addition to health-related issues such as the economic impact of obesity and health insurance.

Enrollment of Programs for 2004-2005:

Our key focus for the II School of Liberal Arts involves life and health sciences. This focus is reflected in the research interests of the faculty—a role as well as a long-standing—and the curriculum, as it is especially manifest in several of the School’s graduate programs, particularly efforts to design and implement PhD programs in Health Economics and Medical Sociology.
Activities planned for 2007-2008:

Increase Continuation of the direction and initiatives described above.

Objective 2: Quantified Action Step 2 of the Plan's Fundraising Plan. 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.

Secondary Goal: Support Creative Activity

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Time Frame: Ongoing

Activities for 2006-2007:
The JU School of Liberal Arts, through the Office of the Associate Dean for Research and Graduate Studies and the Office of Development and External Affairs, continues to support grants development.

Progress for 2006-2007:

Breakdown of external funding in 2005-2006 and 2006-2007:

<table>
<thead>
<tr>
<th>Agency Type</th>
<th>2006-2006</th>
<th>2007-2008</th>
</tr>
</thead>
<tbody>
<tr>
<td>University</td>
<td>$80,000</td>
<td>$75,000</td>
</tr>
<tr>
<td>Foundation</td>
<td>$30,000</td>
<td>$20,000</td>
</tr>
<tr>
<td>State Government</td>
<td>$10,000</td>
<td>$5,000</td>
</tr>
<tr>
<td>Total</td>
<td>$120,000</td>
<td>$100,000</td>
</tr>
</tbody>
</table>

Activities planned for 2007-2008:
The School has a grant analyst to assist in grant development and monitoring.

Objective 1: Quantified Action Step 2 of the Plan’s Strategic Plan. Identify standards of quality research and creative activity within the School and uphold those standards for all faculty with research expectations.

Secondary Goal: Support Creative Activity

Time Frame: Ongoing

Actions for 2006-2007:

Since the Dean initiated discussion in 2005 with department Chairs and program and center Directors about the most appropriate measures of excellence in research, scholarship, and creative activity, the resulting "measures of excellence in research" have been applied successfully in 2006-2007 for a summary of achievements, see below.

Progress for 2006-2007:

Although the faculty published over 80 articles in refereed academic and professional journals, discipline-specific encyclopedias and handbooks, 85 degrees in books and anthologies, several multi-authored presentations, including videos, 8 scholarly journals, 25 text/books, and 20 books (list is drawn from the 2006 FAQs). (The current on research excellence reveals the publication highlights in the most reputable process and highly ranked professional and scholarly journals.)
Activities planned 2007-2008:

- A faculty member of the School plans an instrumental role in launching the JUPU campus TREP—translating research into practice—a institute. The research faculty of the IU School of Liberal Arts has taken up that call and is working on identifying and highlighting these projects that fill the description of TREP and impact of which remains the future for the institution.

- The School has embarked on the long-term, ambitious endeavor to create an engaged citizenry that includes and engages citizens in the community.

Activities planned 2008-2009:

- In response to a comprehensive inventory of courses that include experiential learning components focused on civic engagement and with applications on community needs such as courses in urban Anthropology. Students, advisors, faculty and staff, and the public at large will be able to access information about these courses on the revised web site of the IU School of Liberal Arts.

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- The School has embarked on the long-term, ambitious endeavor to create an engaged citizenry that includes and engages citizens in the community.
Time Frame: Ongoing


The Assistant Dean for Development and External Affairs has monthly meetings with academic units to discuss new ideas and placements. She also organizes additional meetings as needed when events or topics arise.

There is regular review of new heroes to ensure proper rotation of the School of Liberal Arts.

We received staff and faculty of availability of self-organizing mechanisms on the web page. There are frequent updates of web information.

We counsel with staff, faculty, and students on personal ideas of getting the most out of rules and measurement of achievement statements.

We report all faculty, staff, student activities through images, Inside EPUI, and other internal reporting mechanisms.

We continue to offer computer and forums that connect Liberal Arts to the community. These include "The Greek Nexus Syposium on American Politics - a national forum to discuss major political issues, the Annual Spring and Fall Career Fairs, a collaboration of educational, recreational, social, and arts organizations, the Hoffman Reading Series, featuring poets and writers to connect from their work and interest with students and community audiences, the John D. Brown Lecture in the Humanities, which brings international leaders to EPUI, and the annual Joseph T. Taylor Symposium provides a venue for discussion of timely issues. The Summer Archaeology Field School involves students and community volunteers and receives local and often valued media coverage. Additionally, the School hosts the Rabbet Symposium featuring the research initiatives from faculty and students of the School.

We publish a monthly newsletter highlighting students and faculty awards and contributions to the community.

We publish a monthly newsletter updating the community on events and activities.

We provide a monthly "up date" called FYI-Liberal Arts to key members of the EPUI leadership.

We are updating content for I2TV.

Eligibility of Programs for 2006-2007:

Liberal Arts faculty frequently provide expert commentary and analysis on events through regular outlets like "Consider This!"

Faculty also provide interviews with local television and newspaper media. Students have become favorite resources for media because of their willingness to provide expert commentary on short notice.

Media relations staff consistently includes the School name in press releases and work with media to ensure its inclusion in published articles.

Associated evidence indicates that these efforts have increased the public's awareness that the Liberal Arts are an important part of EPUI.

Activities planned for 2006-2007:

We are actively engaged in activities that will ensure our profile among our own faculty and staff so that when they engage in presentation of all different leadership their influence with the School of Liberal Arts is acknowledged. The School of Liberal Arts, Drama, Day, Taylor Symposium and Hoffman Series are ongoing efforts. Added to these will be a 15-day residency program hosted by the English department for the American Shakespeare Center. Inviting productions of these plays, workshops and symposiums include performances. A new web site is under construction and will be launched in fall 2006. Active planning is underway for coordinating the Liberal Arts across the campus. Impact campaigns, adoption of the integrated image plan of support of administration and program public offerings in the form of learning, campus and public discourses.

We continue to publish our newsletter to all alumni, faculty and staff. We continue the e-newsletter and FYI-Liberal Arts. We continue to work with campus relations to keep them informed of the multiple accomplishments on facility, students and staff and of activities that are not always communicated to the public as well as that of students, staff and faculty as well. Plans are underway for the Drama Day, a collaboration with the IPC of Science.

A three-lecture series with national media experience has been arranged to work with the schools to develop and promote the arts in national media.

Increase use of I2TV.

Objective 1 (Shared with Action Step under Goal 2 of the School's Strategic Plan): Activity planned: stimulate and celebrate community partnerships through recognition activities and similar recognitions.

Campus Planning Theme: Teaching and Learning, Best Practices, Civic Engagement, Collaboration

Secondary Goals:

Ink Unit: News

Time Frame: Ongoing


Increase faculty participation of select community leaders in the selection process of the Public Scholar in Africa Minor and as members of the Planning Committee for the activities of these faculty members.

Eligibility of Programs for 2006-2007:

Positive comments from community leaders and members concerning the efforts of the School to make the selection process of the Public Scholar in Africa Minor open and inclusive.

Activities planned for 2006-2007:

Increase Preparatory steps for developing measures of excellence in civic engagement, including discussion about how best to celebrate successful community partnerships and how to reward efforts to design, develop, and maintain these partnerships over time.

Objective 2 (Shared with Action Step under Goal 3 of the School's Strategic Plan): Assess our international exchange and study abroad programs and develop a plan to expand them in a coordinated and complementary fashion.

Campus Planning Theme: Best Practices, Civic Engagement, Collaboration

Secondary Goals:

Ink Unit: News

Time Frame: Ongoing


Strategic partnerships with MacKenna University, Kansas, and the Earl R. Campbell Center, creation of exchanges with Korea University, Japan, New University, USA.

Eligibility of Programs for 2006-2007:

Formal agreements were signed with MacKenna University, Kansas, Kobe University, Japan. See also Action Step under Goal 1 (Objective 1).

Activities planned for 2006-2007:

The IU School of Liberal Arts is cooperating closely with the Office of International Affairs to meet this objective, especially developing co-curricular plans for the implementation of the strategic international exchanges (for faculty and students) in Africa, China, and Mexico, and exchanges with Seoul National and Konkuk universities in Korea and also with the University of Pisa.

The Conference Institute at EPUI is to open officially in April 2006 and the school is taking an active part in developing programs that complement this development, especially Chinese Language and Culture Studies and China Studies.

Goal 3 in the School of Liberal Arts is to provide a learning and work environment that will enhance the skills, knowledge and professional opportunities for individual growth. Education Daily is a continuing and continuous program on where we achieve our goals.

Objective 3 (Shared with Action Step under Goal 4 of the School's Strategic Plan): Create a physical environment that is attractive, functional, and responsive to student learning, staff and faculty development, and community engagement.

Campus Planning Theme: Teaching and Learning, Campus Climate for Diversity, Collaboration

Secondary Goals:

Ink Unit: News

Time Frame: Ongoing


We have predisposed activity in activities to upgrade classrooms, working closely with the Learning Environment Committee.

Eligibility of Programs for 2006-2007:

Classrooms have been upgraded as follows: CA21, 2006; CA21, 2007; C441, Summer 2005; CA21, CA23, CA25, 2006; CA21, 2007.

Construction of the sky bridge one new completion and we are finding it in place to provide new flooring to the 2nd and 3rd floor offices of CA. New carpeting is scheduled to be laid at the entrance of the sky bridge. Negotiations are in process for other upgrades to learning spaces in CA.

Activities planned for 2006-2007:

The IU School of Liberal Arts is working closely with the Learning Environment Committee to upgrade our classrooms and other spaces. With more space in place, helping 19 percent of CA (with the new Campus Center, we are working with the University Auditorium Office, the Learning Environment Committee, and other offices, including staff, who are working to coordinate the 2nd, 3rd, and 4th floors of CA. We are also working with Communication and Marketing to install learning spaces in CA, multi-use areas and are developing central black out on these screens. In addition, new offices will be created in CA21-23, and the Student Lab will be moved to renovated space in CA2006-2007.

Objective 4 (Shared with Action Step under Goal 4 of the School's Strategic Plan): Ensure that joy and benefits are appropriate to attract housed and our excellent full-time and associate faculty and staff.

Campus Planning Theme: Best Practices, Civic Engagement, Collaboration

Secondary Goals:

Ink Unit: News

Time Frame: Ongoing


Representatives of the IU School of Liberal Arts participated actively in the campus initiative concerning flexibility in the policies and procedures that govern faculty and staff.

Eligibility of Programs for 2006-2007:

The IU School of Liberal Arts continues to work with the University and the Learning Environment Committee to upgrade our classrooms and other spaces. With more space in place, helping Composition Hall (CA) with the new Campus Center, we are working with the University Auditorium Office, the Learning Environment Committee, and other offices, including staff, who are working to coordinate the 2nd, 3rd, and 4th floors of CA. We are also working with Communication and Marketing to install learning spaces in CA, multi-use areas and are developing central black out on these screens. In addition, new offices will be created in CA21-23, and the Student Lab will be moved to renovated space in CA2006-2007.

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Campus Planning Theme: Best Practices, Civic Engagement, Collaboration

Secondary Goals:

Ink Unit: News

Time Frame: Ongoing


Representatives of the IU School of Liberal Arts participated actively in the campus initiative concerning flexibility in the policies and procedures that govern faculty and staff.

Eligibility of Programs for 2006-2007:
Based on the 2005 survey that measured staff satisfaction at IU Bloomington (this is the most recent survey available), the IU School of Liberal Arts staff group did not achieve average marks in three categories (understanding the connection between staff work and unit goals; facility recognition for work done well; and overall job satisfaction) and was above average in regard to development opportunities, staff morale, and the state of the unit's objectives and plans. Staff expressed concerns about the technology available to keep them productive and be recognized for their contributions to the department.

Based on the 2005 survey that measured faculty satisfaction at IU Bloomington (this is the most recent survey available), the IU School of Liberal Arts faculty are generally in line with the levels of satisfaction expressed by their colleagues across campus. There were no areas in which SLA faculty scores were satisfied that were low in the overall surveys and low in the overall scores in the unit and the department of recognition for teaching as well as research and scholarly activities.

Diversity of the Liberal Arts staff is measured by overall faculty diversity (51% female; 49% male; 44% minority) and the faculty staff ratio (27% female; 73% male; 18% minority). Out of the total 142 staff members 23 percent are identified as minority appointments.

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Activities planned for 2005-2008:
The IU School of Liberal Arts continues to participate actively in the committee charged with advancing the campus initiative concerning flexibility in the policies and procedures that govern faculty and staff work.

Objective 1: Build up our Action Step under Goal 6 of the School's Strategic Plan: Maintain and enhance technological resources that serve the needs of our students, faculty, and staff.

Components: Planning Team: Teaching and Learning, Research, Scholarship, Collaboration, Resources, Staff, Faculty.

Secondary Goals: Staff, Faculty, Staff, Faculty, Staff, Faculty.

Time Frame: Ongoing

Activities for 2006-2007:
The IU School of Liberal Arts actively supports a team plan for the upgrade of its technology. The School continues to support the operation, maintenance, and enhancement of student technology centers. These include: Visual Language Lab, ComTech Lab, Computer Lab, Multimedia, Language Resource Center, Speaker Lab, and the Social Science Computer Classroom.

The Speaker Lab, which primarily serves the needs of 1010 students has moved operations to CAR 108 in a newly remodeled faculty office that leverage modern digital technology to enhance course activities. The IU School of Liberal Arts has invested over $250,000 in support of this facility.

Endorsement of Programs for 2006-2007:
Public computing in Liberal Arts is used almost constantly even under the difficult internal circumstances that accompany the construction of the auditorium connecting the Campus Center and Commons.

Activities planned for 2005-2008:
Indications from 2004, we created public use computers in the 2d, 3d, and 4th floor offices for faculty. These computers are available for computer use.

In summer 2004, when the campus adopted a pay-per-print policy, the IU School of Liberal Arts enabled all students enrolled in Liberal Arts classes to print up to 15 pages with no charge—a student-friendly and very popular move.

Liberal Arts will continue to maintain technology resources in the basement of Commons and in some public areas. This should provide better access to technology for students, while helping the school control costs.

Computing resources have been planned for the remodeling of the 2d and 3d floor offices to enhance those services.

Objective 2: Identify an Action Step under Goal 6 of the School’s Strategic Plan: Provide regular staff training opportunities as that employees function at the highest levels of productivity.

Components: Planning Team: Best Practices, Campus Climate for Diversity, Collaboration, Resources, Staff, Faculty.

Secondary Goals: Staff, Faculty.

Time Frame: Ongoing

Activities for 2006-2007:
The IU School of Liberal Arts encourages and supports faculty and staff in their efforts to take advantage of every opportunity for training and development offered to them.

Endorsement of Programs for 2006-2007:
Faculty and staff engage in training and development activities.

The School’s staff commented favorably on the development opportunities available to them (see Goal 7, Action Step, Objective 2, above).

Activities planned for 2005-2008:
To continue the above.

Objective 3: Evaluate an Action Step under Goal 6 of the School’s Strategic Plan: Review and reward staff and faculty collaboration.

Components: Planning Team: Best Practices, Campus Climate for Diversity, Collaboration, Resources, Staff, Faculty.

Secondary Goals: Staff, Faculty.

Time Frame: Ongoing

Activities for 2006-2007:
The School’s leadership notes faculty and staff events and tries to be inclusive in the School’s activities. This included the active participation of staff members in the development and movement of progress of the Strategic Plan of the EU School of Liberal Arts.

Endorsement of Programs for 2006-2007:
Results from the staff satisfaction survey indicates that staff faculty relations are generally recognized as “good” (see Goal 6, Objective 2, above).

Activities planned for 2005-2008:
To continue to take—more one—more one approach and inclusive approach to staff faculty relations.

Objective 4: Identify an Action Step under Goal 6 of the School’s Strategic Plan: Encourage and reward staff and faculty collaboration.

Components: Planning Team: Best Practices, Campus Climate for Diversity, Collaboration, Resources, Staff, Faculty.

Secondary Goals: Staff, Faculty.

Time Frame: Ongoing

Activities for 2006-2007:
Each year the faculty of the IU School of Liberal Arts awards a prize to a “Staff Appreciation Luncheon” to thank staff for all that they do for the School. Faculty and staff, with some student input, were both involved in the development of the School’s Strategic Plan. The Dean created an annual staff event. Each year the Don Shults Outstanding Staff Recognition Award honors a staff member with a special bonus and plaque.

Endorsement of Programs for 2006-2007:
Requests the business for staff appreciation of outstanding service and healthy competition for the Don Shults Outstanding Staff Recognition Award.

Activities planned for 2005-2008:
Continue the Staff Appreciation Luncheon and the Don Shults Outstanding Staff Recognition Award.

Goal 7: The School of Liberal Arts maintains its resources to further its mission and purpose in its strategic development initiatives. The School must be a responsible steward of its own human resources.

Objective 1: Identify an Action Step under Goal 7 of the School’s Strategic Plan: The Dean and Office of appropriate faculty and staff committees work together to set priorities in implementing the strategic plan.


Secondary Goals: Staff, Faculty.

Time Frame: Ongoing

Activities for 2006-2007:
The Liberal Arts Dean’s Office works closely with faculty and staff in developing a Strategic Plan. The plan was approved by the School’s Faculty Assembly and the staff and the Dean’s Office continues to work with faculty, staff, and students with respect to implementation.

The Dean, in cooperation with the Chairs, develops measures for excellence in teaching, learning, and tutoring (the following “Excellence in Teaching” document attached; the outstanding achievements in teaching for 2000 are summarized below; extraordinary successes in research, scholarship, and creative activities is summarized above).

Endorsement of Programs for 2006-2007:
The Strategic Plan of the IU School of Liberal Arts was approved by Faculty Assembly, the staff, and by our Student Council and the implementation process has begun.

Activities planned for 2005-2008:
Continue the Staff Appreciation Luncheon and the Don Shults Outstanding Staff Recognition Award.
Objectives 2 (established in Action Step under Goal 2 of the Strategic Plan): Make strategic investments, pursue promising opportunities, and align existing resources as effectively as possible.

Objective 2.1 (established in Action Step under Goal 2 of the Strategic Plan): Review all programs and departments to ensure that they are functioning at the highest levels of efficiency in support of the goals of the strategic plan.

Implementation of the Strategic Plan of the EU School of Liberal Arts.

Activities planned for 2006-2007:
- Continuation of the implementation of the Strategic Plan of the EU School of Liberal Arts, which is especially important in light of the search for a new dean for the EU School of Liberal Arts.

Objectives 2 (established in Action Step under Goal 2 of the School's Strategic Plan): Develop a comprehensive inventory of all academic programs, courses, and resources. Identify top priorities and opportunities for growth.

Implementation of the Strategic Plan of the EU School of Liberal Arts.

Activities planned for 2006-2007:
- Continuation of the implementation of the Strategic Plan of the EU School of Liberal Arts, which is especially important in light of the search for a new dean for the EU School of Liberal Arts.

Objectives 2 (established in Action Step under Goal 2 of the School's Strategic Plan): Increase planned giving to support the priorities of the strategic plan.

Implementation of the Strategic Plan of the EU School of Liberal Arts.

Activities planned for 2006-2007:
- To continue to pursue the many activities we engage in with respect to development. Enhancing our giving opportunities, hiring a development associate for the Institute for American Thought, developing the Student Ambassador Program.

Objectives 3 (established in Action Step under Goal 3 of the School's Strategic Plan): Increase the number of majors, graduate students, and credit hours taught in a manner that maximizes revenue but also maintains quality of students and programs.

Implementation of the Strategic Plan of the EU School of Liberal Arts.

Activities planned for 2006-2007:
- To continue to pursue the many activities we engage in with respect to development. Enhancing our giving opportunities, hiring a development associate for the Institute for American Thought, developing the Student Ambassador Program.

Objectives 4 (established in Action Step under Goal 4 of the School's Strategic Plan): Develop a comprehensive inventory of all academic programs, courses, and resources. Identify top priorities and opportunities for growth.

Implementation of the Strategic Plan of the EU School of Liberal Arts.

Activities planned for 2006-2007:
- To continue to pursue the many activities we engage in with respect to development. Enhancing our giving opportunities, hiring a development associate for the Institute for American Thought, developing the Student Ambassador Program.

Objectives 5 (established in Action Step under Goal 5 of the School's Strategic Plan): Increase planned giving to support the priorities of the strategic plan.

Implementation of the Strategic Plan of the EU School of Liberal Arts.

Activities planned for 2006-2007:
- To continue to pursue the many activities we engage in with respect to development. Enhancing our giving opportunities, hiring a development associate for the Institute for American Thought, developing the Student Ambassador Program.

Objectives 6 (established in Action Step under Goal 6 of the School's Strategic Plan): Increase the number of majors, graduate students, and credit hours taught in a manner that maximizes revenue but also maintains quality of students and programs.

Implementation of the Strategic Plan of the EU School of Liberal Arts.

Activities planned for 2006-2007:
- To continue to pursue the many activities we engage in with respect to development. Enhancing our giving opportunities, hiring a development associate for the Institute for American Thought, developing the Student Ambassador Program.

Objectives 7 (established in Action Step under Goal 7 of the School's Strategic Plan): Increase the number of majors, graduate students, and credit hours taught in a manner that maximizes revenue but also maintains quality of students and programs.

Implementation of the Strategic Plan of the EU School of Liberal Arts.

Activities planned for 2006-2007:
- To continue to pursue the many activities we engage in with respect to development. Enhancing our giving opportunities, hiring a development associate for the Institute for American Thought, developing the Student Ambassador Program.

Objectives 8 (established in Action Step under Goal 8 of the School's Strategic Plan): Increase the number of majors, graduate students, and credit hours taught in a manner that maximizes revenue but also maintains quality of students and programs.

Implementation of the Strategic Plan of the EU School of Liberal Arts.

Activities planned for 2006-2007:
- To continue to pursue the many activities we engage in with respect to development. Enhancing our giving opportunities, hiring a development associate for the Institute for American Thought, developing the Student Ambassador Program.

Objectives 9 (established in Action Step under Goal 9 of the School's Strategic Plan): Increase the number of majors, graduate students, and credit hours taught in a manner that maximizes revenue but also maintains quality of students and programs.

Implementation of the Strategic Plan of the EU School of Liberal Arts.

Activities planned for 2006-2007:
- To continue to pursue the many activities we engage in with respect to development. Enhancing our giving opportunities, hiring a development associate for the Institute for American Thought, developing the Student Ambassador Program.

Objectives 10 (established in Action Step under Goal 10 of the School's Strategic Plan): Increase the number of majors, graduate students, and credit hours taught in a manner that maximizes revenue but also maintains quality of students and programs.

Implementation of the Strategic Plan of the EU School of Liberal Arts.

Activities planned for 2006-2007:
- To continue to pursue the many activities we engage in with respect to development. Enhancing our giving opportunities, hiring a development associate for the Institute for American Thought, developing the Student Ambassador Program.

Objectives 11 (established in Action Step under Goal 11 of the School's Strategic Plan): Increase the number of majors, graduate students, and credit hours taught in a manner that maximizes revenue but also maintains quality of students and programs.

Implementation of the Strategic Plan of the EU School of Liberal Arts.

Activities planned for 2006-2007:
- To continue to pursue the many activities we engage in with respect to development. Enhancing our giving opportunities, hiring a development associate for the Institute for American Thought, developing the Student Ambassador Program.
Graduate Student Information Technology:

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<tr>
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<tbody>
<tr>
<td>New Students Admitted</td>
<td>153</td>
<td>150</td>
<td>155</td>
<td>159</td>
</tr>
<tr>
<td>Average GPA</td>
<td>3.6</td>
<td>3.5</td>
<td>3.4</td>
<td>3.4</td>
</tr>
<tr>
<td>Average UG</td>
<td>Q 322</td>
<td>Q 326</td>
<td>Q 319</td>
<td>Q 314</td>
</tr>
<tr>
<td>Q 286</td>
<td>Q 290</td>
<td>Q 287</td>
<td>Q 295</td>
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<td>Q 1.00</td>
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Graduate Student Information Technology:

- **Objective 3**: Public relations is a key need in the graduate program, and the program aims to enhance its profile and attract more students. The program plans to increase its enrollment by 10% by the end of the fiscal year. This will be achieved through targeted marketing campaigns and partnerships with academic institutions.

- **Objective 4**: To improve the retention rate of graduate students, the program will implement a mentorship program that pairs each student with a faculty member. This will provide students with guidance and support, enhancing their academic and professional development.

- **Objective 5**: The program will expand its research initiatives by partnering with local businesses and organizations. This collaboration will not only provide funding opportunities for students but also contribute to real-world problem-solving.

- **Objective 6**: The program will enhance its online presence through social media and digital marketing, targeting prospective students and academic institutions. This will help in increasing the program's visibility and attracting a diverse pool of applicants.

- **Objective 7**: To support innovation and entrepreneurship, the program will establish a incubation center that provides resources and mentorship to graduate students with entrepreneurial ideas. This will foster a culture of innovation and support the development of new startups and technologies.

In 2006-07, the school experienced a 10% increase in student enrollment, with 950 new students admitted. The program plans to continue its focus on enhancing its profile and attracting more students in the upcoming academic year.
The Dean's Office will continue to improve on all persons associated with the IU School of Liberal Arts in the importance of including the School's full identification in all campus-wide and public activities.

Activities planned for 2007-2008:
- The Dean's Office will continue with a new voice presence as well as a new print presence and will continue to improve on all persons associated with the IU School of Liberal Arts in the importance of including the School's full identification in all campus-wide and public activities.

Objective 1: Encourage the use of Liberal Arts student leaders in the promotion of the School's name and image.

- Involve all students in the promotion of the School's name and image.
- Encourage the use of student leaders in the promotion of the School's name and image.

Activities planned for 2007-2008:
- Thorough planning and coordination of all School events and activities.
- Increased visibility and recognition of the School's name and image.

Objective 2: Leverage the resources of the School to support the development of new initiatives.

- Continue to support the development of new initiatives.
- Leverage the resources of the School to support the development of new initiatives.

Activities planned for 2007-2008:
- Thorough planning and coordination of all School events and activities.
- Increased visibility and recognition of the School's name and image.

Financial Health:

The IU School of Liberal Arts is in a strong financial situation while at the same time facing some recent financial threats, mostly due to changes in the overall operation of the School.

FY 2007:

The IU School of Liberal Arts finished the fiscal year with five new positions, increasing the dollars in the reserve fund, increasing the short-term reserves in line with the Board's guidelines, and maintaining the deficit for the Public Sector Paycheck Plan, increasing indirect cost recovery funds compared to the previous year, and, being able to hold over some carry-forward funds to cover new faculty members hired during FY 2007-08. All of these positions were achieved while credit hours dropped slightly, appropriations dollars dropped, and increases (cost allocations) increased. Despite the IU School of Liberal Arts has achieved financial stability but the threats that are affecting other departments and the University are threatening the long-term financial viability of the major school of undergraduate education in the IUSU campus.

Listed below are the actual credit hours, appropriation dollars, and anticipated costs for the last three fiscal years and the budgeted amounts for each category for FY 08.

<table>
<thead>
<tr>
<th>Category</th>
<th>FY 2006</th>
<th>FY 2007</th>
<th>FY 2008</th>
</tr>
</thead>
<tbody>
<tr>
<td>Credit Hours</td>
<td>142,220</td>
<td>142,990</td>
<td>148,980</td>
</tr>
<tr>
<td>Appropriations</td>
<td>55,456</td>
<td>55,556</td>
<td>55,943</td>
</tr>
<tr>
<td>University</td>
<td>50,481</td>
<td>50,426</td>
<td>51,907</td>
</tr>
</tbody>
</table>

Credit hours are listed as actual, estimated, and the actual numbers are listed in the attached Fiscal Health document.

Graph:

The graph illustrates the spending movements and historically diminishing appropriations allocated to the IU School of Liberal Arts which is a major threat to the financial stability of the School of Liberal Arts.
Although FY 07 was a strong financial year for the IU School of Liberal Arts there are still those threats on the horizon. The School of Liberal Arts had a positive year in FY 07 due to controlling costs, delaying needed renovations, and the increased tuition revenue. If any of these issues would have been reversed the School would have had financial difficulties.

The biggest financial issues facing the IU School of Liberal Arts are the leveling of off of credit hours (nearly dropping slightly), the increasing expenses of the IUPUI Campus consortium and the lowering of state appropriation dollars. The IU School of Liberal Arts is one of the campus Responsibility Centers that has an “inside-out” relationship between state appropriation dollars and campus assessments/direct. That is, the assessments exceed the state appropriation dollars. For FY 07-08 the difference has grown to a negative $(60,000). As indicated in the Fiscal Health Report, See the graph below. 

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>Difference</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 07-08</td>
<td>$(60,000)</td>
</tr>
</tbody>
</table>

Fortunately the tuition increases have provided the necessary funds to pay the faculty and staff and run the operations of the IU School of Liberal Arts budget. Although overall salary increases have been kept low due to the financial pressures, the School tried to correct some of these issues during the last budget process. Even with these financial pressures the IU School of Liberal Arts has been able to retain some new outstanding faculty members. However, to retain faculty and to continue to recruit top faculty, we must offer higher than usual raises this year.

Budget FY 07-08 and Beyond

Over next couple of years the IU School of Liberal Arts will be focusing on the Diversity Plan, the further institutionalization of the curriculum, the further development of the Life Sciences, and building resources which will all require financial resources.

Enhancing Diversity Through Public Scholars

For FY 07-08 the IU School of Liberal Arts will be further developing the program in African American and African Diaspora Studies with the new hires of three new public scholars that will be focusing on civic engagement, community outreach, and research, as well as academic excellence in teaching. This will strengthen the African American and African Diaspora Studies program as well as helping the History Department and the African Studies Program dialog. Although funding for FY 07-08 is in place there may be additional needed funds for the program during FY 07-08 but likely not more than an additional $20,000.

Classroom Precincts

The Indiana University School of Liberal Arts will be focusing on strengthening the international curricula as well as civic engagement and research to the newly developed International Studies Program which has been very successful in its first year of operation. Funding for the Classroom Precincts has been established at IUPUI and will be focused within the Indiana University School of Liberal Arts budget. There is $100,000 in place for the Classroom Precincts but in addition to that The Indiana University School of Liberal Arts will be hiring a new faculty member or a Class to strengthen the World Languages program and work with the Classroom Precincts program. There will also be an academic track in Chinese added within the International Studies Program budget. The additional cost of the faculty member will be approximately $75,000 including benefits, etc. In addition, we hope to employ IUPUI funds to support this, but that released through IUPUI will be used to support an administrative assistant in the Classroom Precincts.

During FY 07-08 new student and faculty exchange programs have been established with Newcastle University in the United Kingdom and Maastricht University in the Netherlands. These complement Indiana University School of Liberal Arts’ international programs currently in place, such as those in Greece, Germany, Poland, Mexico, France, Spain, England, and Sweden. Indiana University. The investment in these programs will provide new opportunities for students and faculty as well as increasing the reputation of IUPUI.

Renovation

The Indiana University School of Liberal Arts will continue to put Life into the Life Sciences by continuing to work with the IU School of Medicine and enhancing the IU School of Liberal Arts academic and research programs with the hiring of a health economist and potentially two medical sociology faculty. The financial cost for these investments will be approximately $200,000.

Nursing

The Indiana University School of Liberal Arts will make some needed reservations in Carmangh Hall to complete the connection to the new Campus Center. The renovation will occur in the hallway of the second and third floors in Carmangh Hall as well as in seminar/conference rooms in C-043 ACRC. The approximate cost of this renovation will be around $165,000 which is a one-time cost.

The one additional factor for consideration is the fact that we will have a new dean next year. That will be an additional cost although Campus financial support is expected. The goal is to have a new dean by the start of the year, so we do not have enough notifications to make any assessment as of now.

If these additional expenses exceed revenues, then the reserve fund will be used to cover these costs.

Realization Plan

Other Questions?

1) Diversity: In the past year (July 1, 1996 to June 30, 2007) what actions have you taken and what results have you achieved in retaining and graduating a diverse student body, enhancing diversity in research, scholarship, and creative activity; and recruiting, developing, and supporting diverse faculty and staff?

Highlights of ongoing activities from diverse background include support of a winter program of academic and service learning in the Dominican Republic and the establishment of two Scholarships for study at Muh University, Kenya. In regard to diversity, increasing scholarship, and diversity within the faculty of the IU School of Liberal Arts process issues in the various Liberal Arts disciplines and across Brown and art and other disciplines. Ranges from the editors of the works of the famous music and additional Frederick Douglass to the impact the lack of health care has on poor populations in Indiana and elsewhere. The Liberal Arts are by definition multi-disciplinary and hence many of the faculty are tackling new research projects that are an impact on communities fairly close to campus as well as in the far-off places around the world. Finally, specific action concerning the recruitment and support of faculty and staff in 2006-2007 was the successful search for three Public Scholars of African American. Where IU Schools the School of Social 

2) International activities: How do you plan to enhance international activities? What new initiatives are planned to enhance international activities? What are the expected outcomes?

The School has been successful in recruiting a new faculty member to focus on international issues. The School is working on establishing an international office. This is the key to developing a strong international program. The School has been successful in recruiting a new faculty member to focus on international issues. The School is working on establishing an international office. This is the key to developing a strong international program. The School has been successful in recruiting a new faculty member to focus on international issues. The School is working on establishing an international office. This is the key to developing a strong international program.