Mission

The mission of the School of Liberal Arts, as stated in our 2006-2010 Strategic Plan, is creating and exchanging knowledge that promotes understanding of the human experience. In so doing, we educate students and create knowledge, and do so as a central element of a public university that serves a diverse population in a rapidly changing world. The current strategic plan is viewable at all times at http://liberalarts.iupui.edu/index.php/dean/deans_office/strategic_plan_2006_2010

As we pursue and execute our mission, we are guided by a vision of creating the liberal arts college of the 21st century, which provides the traditional core of university education in ever-evolving ways. The vision statement in our 2006-2010 Strategic Plan is as follows: As one of the premier sites of liberal arts education, scholarship, professional service, and civic engagement in the state of Indiana, the School of Liberal Arts will contribute to the social, cultural, and economic development of the state, and will foster life-long learning that engenders commitment to civil society through an engaged and educated citizenry.

The essential role of liberal arts education for meaningful and constructive citizenship was emphasized recently by Dr. Morton Marcus, the well-known Indiana University business economist retired from the Kelley School of Business. "Money does not qualify a person to be a good citizen.... Knowledge of history, law, literature, grammar, mathematics, the sciences, the arts, diverse cultures... all the components of a liberal education are necessary for an adult to be a contributing member of society. It is a liberal education because such learning frees the recipient to think clearly and thus evaluate alternatives." (Indianapolis Business Journal, 11/3/2008)

In a number of ways, the liberal arts matter more in the 21st century than ever. Nearly all work and education have become internationalized, and this trend shows no signs of abating. In this context, the understanding of languages and cultures, history and geography, religion and politics, economics and society are of critical and growing importance. In the liberal arts, students acquire skills of analysis, explanation, and communication that are vital not only in the workplace but in the maintenance of a democratic society and the pursuit of a more peaceful world.

With these values and beliefs, and this vision and mission, in mind, the School of Liberal Arts is operating during the 2010-2011 academic year with the following prospects and activities:

**Recruiting, retaining, educating, and graduating undergraduate students:** The School of Liberal Arts anticipates continuing its recent success in attracting majors, getting first-year students at IUPUI off to a successful beginning, receiving transfer students, educating a growing share of international and other non-resident students, and aiding all of these students in their pursuit and completion of their degrees. Liberal Arts is the only unit at IUPUI that has increased its number of graduates every year consecutively since this decade began. Our progress in recent years on important measures of success such as this has been encouraging, and indicates that we have effective programs and services in place for our students. We will maintain those successful programs even as we add new opportunities and implement additional support services.

**Expanding and improving graduate education.** The school has experienced very rapid growth in graduate education, and added several degree and certificate options during the past decade. Earlier in 2009, our second doctoral program was approved, a Ph.D. program in Economics, as was our newest M.A., which is in Anthropology. During 2010-2011 and in the years ahead, we will be developing additional graduate program options in other fields where we have strengths on which to build.
Further internationalization. The school has developed and participates in an expanding number of partnerships and exchanges with colleges and universities around the world, especially with Indiana University’s strategic partners in China, Kenya, and Mexico.

Renovation and improvement of facilities. Several projects are under way in Cavanaugh Hall, but very many and costly needs remain and we have many additional projects planned. The resources required to complete the program are daunting, but the work must proceed.

Financial resources. Financial resources are critical to all of the above. The school has managed its finances carefully and prudently for years, avoiding annual deficits and building reserves, and we remain committed to careful fiscal stewardship. It is also the case that we face concerns and exposures. Because our assessments and other payments to support campus operations exceed all sources of revenue to the school other than tuition, for all practical purposes the School of Liberal Arts is entirely dependent upon tuition for its operating budget. We are not alone in this... the same is true of approximately five other schools at IUPUI. The situation leaves all similarly situated schools especially exposed to fluctuations in enrollments. Fortunately enrollments for the campus and the school were up for Fall 2009 compared with Fall 2008, and we hope Spring 2010 and Summer 2010 enrollments will be up as well but we do not know yet. We appreciate the commitment of Chancellor’s Reallocation Fund support for the implementation of the new Economics PhD. program, and the Department of Economics is working to recruit the first cohort of doctoral students in Economics at IUPUI.

Goals and Objectives

<table>
<thead>
<tr>
<th>Goal 1: IU School of Liberal Arts Strategic Plan (2006-10) -- The School of Liberal Arts will teach students well, providing them with the academic, technological, and practical skills requisite for meaningful lives and careers. Rationale: We must ensure that our students benefit fully from a liberal arts education and that employers and the general metropolitan Indianapolis community understand that a person with a degree from the School of Liberal Arts is intellectually well-rounded, an effective communicator, and a critical thinker.</th>
</tr>
</thead>
</table>

Objective 1 (articulated as Action Step in Goal 1 of the School’s Strategic Plan): Provide a school-wide curriculum that emphasizes the principles of undergraduate learning.

Campus Planning Theme: Teaching and Learning
Secondary Goals:
Sub Unit: None
Time Frame: Ongoing

Actions taken for 2008-2009:

In 1998, the IU School of Liberal Arts adopted "A Principled Curriculum." The Principles of Undergraduate Learning (PULs) are embedded throughout this curriculum. Since that time our Undergraduate Curriculum and Standards Committee, Faculty Affairs Committee, Teaching and Advising committee, the Common Core Curriculum Committee (when it was active), and other faculty bodies as well as individual faculty, have worked to support and develop a curriculum that is consistent with the Principles of Undergraduate Learning and that is clear how those principles translate into discipline-specific skills and knowledge. Much energy and careful thought went into the General Education plan developed for the IUPUI campus at the behest of the IU Board of Trustees. The School developed a PUL Assessment Plan for Spring 2010 and subsequent semesters in preparation for the North Central Accreditation in 2012.

Evidence of Progress for 2008-2009:

The IU School of Liberal Arts in collaboration with the Survey Research Center developed an online version of the Graduating Senior Survey. The plan is to balance the current version of the survey with the updated version in ways that allow longitudinal comparisons as well as capture the effectiveness of curriculum-centered initiatives. In the “old” version.
allow longitudinal comparisons as well as capture the effectiveness of curriculum-centered initiatives. In the fall version of the Graduating Senior Survey the IU School of Liberal Arts asks its graduating students to complete a series of surveys and to write short reflections on two of IUPUI’s six Principles of Undergraduate Learning. The students choose the two PULs on which they will write. Their written comments are evaluated by faculty who are members of the School’s Committee on Teaching and Advising. In the online version of the survey students are asked questions that lend themselves to an assessment of their learning in the liberal arts according to the PULs.

Activities planned for 2009-2010:

The IU School of Liberal Arts not only continues to support the Principles of Undergraduate Learning (PULs) through appropriate faculty and administrative committees but has developed its own measures for implementing, assessing, and publicizing student learning in the liberal arts according to the PULs. In addition, the School also continues to contribute to the campus-wide discussion about the enrollment-shaping and RISE initiatives that are critical components of IUPUI’s Academic Plan. Those discussions are centered in the School’s 11 department and its academic programs (16 undergraduate programs [degrees, minors, and certificates] and 8 graduate programs [certificates, MA, PhD tracks, and PhD]) and are addressed in considerable detail in the academic program reviews. School-wide those issues are addressed by several of the committees of the Faculty Assembly, especially, Teaching and Advising and Undergraduate Curriculum and Standards committees.

Objective 2 (articulated as Action Steps under Goals 1 and 3 of the School’s Strategic Plan): Support innovative pedagogies, including technology use, that enhance student learning.

Campus Planning Theme: Teaching and Learning, Best Practices

Secondary Goals:
Sub Unit: None
Time Frame: Ongoing

Actions taken for 2008-2009:

The IU School of Liberal Arts maintained technology in its common spaces and it maintains instruction-centered technology labs and has advanced plans to continue the support of its students under circumstances of changed responsibilities for technology campus and system-wide. The School is also represented on the OnCourse Priorities and Technology committees. On both committees the School’s representatives made strong cases for faculty input before the introduction of programs and technologies with significant impact on teaching and learning.

Evidence of Progress for 2008-2009:

In process: Increasingly courses and programs are being developed for online delivery. Detailed assessment of the learning outcomes in those courses and programs form the basis for refining and expanding online courses. The IU School of Liberal Arts is making good use of the instructional development support the Center for Teaching and Learning offer to faculty and it has designated an instructional consultant among its own technology staff who is well suited to assist SLA faculty in developing exemplary practices that have special application and usefulness in the disciplines that make up the liberal arts. The School is also actively participating in initiatives and pilot projects concerning instruction and assessment—online and in the classroom—that are lead by AAC&U, the Indiana Commission for Higher Education, and Lumina Foundation.

Activities planned for 2009-2010:
The IU School of Liberal Arts is actively involved in integrating coursework fully and effectively into all of its courses. Discussions continue concerning which courses (in terms of level; discipline; demand) and programs are especially suited for online or “hybrid” online-classroom delivery or for delivery in a compressed time frame (8 weeks as opposed to the typical 16-week format). The School’s plans for expanding online and other alternative-format course offerings are a priority in light of changes evident in the enrollment patterns and in response to the campus-wide RISE initiative.

Objective 3 (articulated as Action Step under Goal 1 of the School’s Strategic Plan): Provide opportunities for mentoring in research.


Campus Planning Theme: Teaching and Learning, Best Practices
Secondary Goals:
Sub Unit: None
Time Frame: Ongoing until goal is achieved.

Actions taken for 2008-2009:

Ongoing: The School had made a convincing case for research in the humanities and social sciences. As a result faculty have been able to encourage Liberal Arts students to take advantage of the opportunities for undergraduate research, especially in the Honors Program, MURI, UROP, and McNair (the latter two administered by the Center for Research and Learning). A variety of scholarships in the School, foremost among them the Masarachia and the Olaniany Scholar's programs, offer opportunities for mentoring in research.

Evidence of Progress for 2008-2009:

Increased national competition for scholarships with significant mentoring components; increased on-campus demand for scholarships and courses with effective mentoring components—a challenge to which the School has risen.

The Olaniany Scholars Program matches students with faculty involved in research projects. Liberal Arts student and faculty participate in the McNair Scholars program; the Multidisciplinary Undergraduate Research Institute (2 projects with Liberal Arts students) are two successful, relatively new programs in the School, in addition to the Mary Crisler and Loretta Lunsford Scholarships which fund approximately 15 student projects each year.

Activities planned for 2009-2010:

In process: Continuation, and as opportunities arise, expansion of already established successful programs, especially under difficult circumstances of financial constraints.

Objective 4 (articulated as Action Step under Goal 1 of the School’s Strategic Plan): Develop departmental and program curricula, internships, and practicum courses that connect students with careers, community partners in metropolitan Indianapolis and, when appropriate, beyond metropolitan Indianapolis.

Campus Planning Theme: Teaching and Learning, Best Practices, Civic Engagement
Secondary Goals:
Sub Unit: None
Time Frame: Ongoing

Actions taken for 2008-2009:
The IU School of Liberal Arts continues to actively encourage faculty participation in various initiatives that will connect students with careers, community partners, and professional organizations. The reorganization of the Office for Students allows for expanded career planning in addition to (academic) advising. The IU School of Liberal Arts continues to actively encourage faculty participation in various initiatives that will connect students with careers, community partners, and professional organizations. The reorganization of the Office for Students allow for expanded career planning in addition to (academic) advising.

Evidence of Progress for 2008-2009:

The IU School of Liberal Arts continues its work on a self-study that forms the basis for concerted efforts to offer students the most appropriate internships and practica at the best time in the curriculum to positively affect careers and community partnerships. Internships are linked to increased attention to career development counseling in the Office of Student Affairs, and the School has initiated steps to create fellowships in support of students who normally cannot afford to take on unpaid internships.

The Liberal Arts Career Development Center has already proved to be very successful—even with staffing that falls far short of serving all of the School’s students adequately. Development of a five-year plan for the center and incorporation of the internship self-study with the curricular goals of academic departments are underway.

With respect to international activities, the school is well situated to take on the challenges of the RISE initiative. Currently, the IU School of Liberal Arts supports the following Study Abroad Programs—ranging from short-term to semester and year-long exchanges: Australia; Cuba; Dominican Republic; Finland (under discussion); France (Strasbourg); Germany; Greece; Japan; Jordan; Kenya; Mexico; Poland; Slovenia (under discussion); Russia; Spain (Salamanca); Thailand (under discussion); UK (Derby and Newcastle; also Scotland). Additionally, the School provides significant scholarship support for study abroad opportunities, including the Plater Scholarship for International Civic Engagement.

Activities planned for 2009-2010:

Continuation of RISE initiatives in the School. Many of the departments and programs are seeking to establish or expand service learning opportunities for students at the introductory course level as well as in upper-division classes and have discussed appropriate ways to provide incentives and rewards to faculty who excel at providing service learning opportunities and who guide students in those activities. The School has established a record of successful participation in the Center for Service and Learning. In addition, departments and programs are reviewing the curriculum, especially for the required first and final courses in the major, in order to include segments that address career issues and options. As the revision of the web site of the School’s continues and as the template for departmental web pages can be used by all academic units in the School, departments and programs are much better prepared to include and update career information on their respective sites, too.

The IU School of Liberal Arts is partnering with the Campus Solution Center to respond to opportunities for internships and practica that emanate from IUPUI’s community and business partners.

☑ Objective 5 (articulated as Action Step under Goal 1 of the School’s Strategic Plan): Support the development of internal and external grant applications in support of teaching and learning.

Campus Planning Theme: Teaching and Learning

Secondary Goals:

School-wide academic departments and programs
Actions taken for 2008-2009:

The IU School of Liberal Arts faculty have actively and successfully sought internal and external grants to support teaching and learning.

Evidence of Progress for 2008-2009:

The federal grant Teaching American History (awarded to the Department of History) is rooted in the discipline, is interdisciplinary in that it draws on faculty in the IU School of Liberal Arts and the School of Education, and it is far-reaching in its impact because it involved significant numbers of teachers in central Indiana.

IU School of Liberal Arts faculty have been actively involved in a variety of initiatives and workshops that are especially geared toward gateway courses (typically sponsored and/or conducted by or in cooperation with University College and the Center for Teaching and Learning).

Activities planned for 2009-2010:

Continue to seek course transformation and other grants, especially for those courses that are critical in the retention of students and by those faculty most intensively involved in the teaching of gateway courses.

The Associate Dean for Academic Affairs, with the help of the IU School of Liberal Arts’ grants analyst, put in place procedures to efficiently track those internal grants that support teaching and learning but that are not readily captured in the current routing process.

Objective 6 (articulated as Action Step under Goal 1 of the School’s Strategic Plan): Enhance and pursue new graduate programs, including Ph.D. programs, which serve the needs of our students and community.

Campus Planning Theme: Teaching and Learning

Secondary Goals:

Sub Unit: academic departments and programs

Time Frame: Ongoing

Actions taken for 2008-2009:

The School has been successful in proposing and implementing new graduate programs, in the past year the MA in Applied Anthropology and the PhD in Economics.

Evidence of Progress for 2008-2009:

Two new graduate programs were approved and discussions about others (Health Communication PhD and a multi-disciplinary PhD) are underway.
Activities planned for 2009-2010:

Some departments, especially after positive academic reviews and also in preparation of program reviews are seriously exploring the feasibility of PhD programs.

Objective 7 (articulated as Action Step under Goal 1 of the School’s Strategic Plan): Attract, retain, and graduate well-prepared and diverse undergraduate and graduate students.

**Campus Planning Theme:** Teaching and Learning, Best Practices
**Secondary Goals:**
**Sub Unit:** academic departments and programs
**Time Frame:** Ongoing

Actions taken for 2008-2009:

(See also Objective 5 [articulated as Action Step in Goal 5 of the School’s Strategic Plan]).

Representatives of the School, faculty and administrators, are actively participating in campus-wide efforts to recruit, retain, and graduate students (foremost among them Enrollment Management Council, Steering Committee for Retention and Graduation, Gateway Forum, and University College). In concert with those efforts, the School has implemented and assessed programs such as Summer Academy, Themed Learning Communities as well as recruiting and orientation events. As the reasons for the success of first-year efforts are becoming clearer other challenges call for attention, like retaining Juniors and helping Seniors with the final hurdles that keep them from graduating.

Given that lecturers are more likely to be available for student-faculty interaction than associate faculty, and because they are in a better position to be supervised, mentored, and developed in their roles as educators, the IU School of Liberal Arts continues to replace associate faculty with full-time lecturers. In order to attract the most suitable associate faculty and to retain well qualified lecturers the School revised its salary policy, making associate faculty pay a little more competitive and bringing summer school pay for lecturers more in line with the rest of the full-time faculty. The high caliber of lecturers is evident in the annual promotion of several lecturers to senior lecturers on the basis of demonstrated excellence in teaching. In some exceptional cases qualified lecturers have made the transition to tenure-track assistant professorship positions possible. The generally low pay of associate faculty and lecturers remains a concern, especially in comparison with faculty pay on other IU campuses and other institutions in Indiana.

Evidence of Progress for 2008-2009:

Data about IUPUI students, including information about retention and graduation, are available on the IMIR report site. The Dean’s office as well as Chairs and Program Directors make careful use of those data in their schedule and curriculum planning.

Based on the success of first-year student retention efforts the School increased participation in first-year Themed Learning Communities (TLCs) and Freshmen Bridge program to over 100 full-time freshmen and plans for a second-semester mini TLC are in place.

The School continues to improve communication with new students and succeeded extraordinarily in increasing participation in Orientation as well as follow-up correspondence in an effort to identify issues and clarify policies.
Activities planned for 2009-2010:

Continue the above, enhance and expand as opportunities arise.

Goal 2: The School of Liberal Arts will be recognized as a center of excellence for both disciplinary and interdisciplinary research and scholarship in the humanities and social sciences. Rationale: Our central location in the state’s capital, at the crossroads of professional, medical, humanistic, and artistic education and within the highly collaborative environment of IUPUI positions us well to develop new fields of interdisciplinary study that complement existing expertise in academic disciplines, thereby creating new knowledge and applying knowledge to better serve our mission.

Objective 1 (articulated as Action Step under Goal 2 of the School’s Strategic Plan): Identify and support key disciplinary and interdisciplinary niches with the School has the opportunity to do innovative work, at the national and international level

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

Secondary Goals:

Sub Unit: SLA academic departments, programs, and research and resource centers

Time Frame: Ongoing

Actions taken for 2008-2009:

As the largest School of Liberal Arts in the state of Indiana, strategically located in the capital and on a campus with foci on both health sciences and urban research, our School has strategically moved toward underscoring both the traditional liberal arts education and the areas where that education can play a significant role in our campus’s purpose. This past year saw final passage of a PhD in Economics with primary fields in Health Economics and in Non-Profit/Philanthropic Economics, as well as a M.A. degree in Applied Anthropology.

The IU School of Liberal Arts continued to support research endeavors that have strong applied and interdisciplinary components, including the publication of scholarly editions of major American writers, health-related issues of obesity, interdisciplinary national meetings, and health geographic information systems.

Evidence of Progress for 2008-2009:

The final passage of the PhD program in Economics and M.A. in Applied Anthropology, among many other research-based initiatives, indicate the dedication of the faculty and School administration to the interdisciplinary part of our mission. The traditional liberal arts continue to flourish here as well, as several of the books by our faculty gained national attention, major conferences were held here, and the National Endowment for the Humanities awarded the Center for the Study of Religion and American Culture with a grant. Both the interdisciplinary and disciplinary aspects of the School continue to thrive.

Activities planned for 2009-2010:

Launch the new PhD program in Economics and M.A. in Applied Anthropology. Finish drafting a new PhD in Health Communication.

In process: Continuation of the direction and initiatives described above.

Objective 2 (articulated as Action Step in Goal 2 of the School’s Strategic 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.
Campus Planning Theme: Research, Scholarship and Creative Activity
Secondary Goals:
Sub Unit: None
Time Frame: Ongoing

Actions taken for 2008-2009:

The IU 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.

Evidence of Progress for 2008-2009:

Breakdown of external funding, 2006-2009:

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td># ICR</td>
<td>Total Award</td>
<td># ICR</td>
<td>Total</td>
<td># ICR</td>
<td>Total</td>
</tr>
<tr>
<td>Commercial/For Profit</td>
<td>10 135,744</td>
<td>623,692</td>
<td>6 73,796</td>
<td>358,725</td>
<td>3 44,252</td>
<td>226,554</td>
</tr>
<tr>
<td>Federal</td>
<td>24 280,843</td>
<td>906,199</td>
<td>19 248,109</td>
<td>809,587</td>
<td>16 358,143</td>
<td>1,369,268</td>
</tr>
<tr>
<td>Foundations</td>
<td>11 11,825</td>
<td>40,268,825</td>
<td>17 514,158</td>
<td>4,278,175</td>
<td>11 6,542</td>
<td>803,843</td>
</tr>
<tr>
<td>Higher Education</td>
<td>9 78,032</td>
<td>458,539</td>
<td>2 17,076</td>
<td>101,860</td>
<td>6 34,710</td>
<td>223,966</td>
</tr>
<tr>
<td>Non-Profit</td>
<td>12 52,644</td>
<td>551,935</td>
<td>18 133,753</td>
<td>1,314,192</td>
<td>25 411,026</td>
<td>452,035</td>
</tr>
<tr>
<td>Other Governmental</td>
<td>4 49,140</td>
<td>404,713</td>
<td>6 190,894</td>
<td>986,682</td>
<td>2 17,645</td>
<td>87,500</td>
</tr>
<tr>
<td>State of Indiana</td>
<td>9 52,429</td>
<td>497,699</td>
<td>10 63,543</td>
<td>649,678</td>
<td>12 396,991</td>
<td>2,285,291</td>
</tr>
<tr>
<td>Total</td>
<td>79 660,637</td>
<td>43,711,602</td>
<td>78 1,241,329</td>
<td>8,498,899</td>
<td>75 1,269,309</td>
<td>7,448,457</td>
</tr>
</tbody>
</table>

Activities planned for 2009-2010:

The School has continued to make good use of a grants analyst who has overseen increasing growth in a wide variety of ways to encourage and assist faculty and the school’s administration in grant development and monitoring.

Objective 3 (articulated as Action Step under Goal 2 of the School’s Strategic Plan): Identify standards of quality research and creative activity within the School and uphold these standards for all faculty with research expectations.

Campus Planning Theme: Research, Scholarship and Creative Activity, Best Practices
Secondary Goals:
Sub Unit: academic departments and programs
Time Frame: Ongoing

Actions taken for 2008-2009:
Since the Dean initiated in 2005 discussion with department chairs and program and center directors about appropriate measures of excellence in research, scholarship, and creative activities, the School has continued to successfully apply consistent measures of excellence in research since 2006-07.

Evidence of Progress for 2008-2009:

Altogether the faculty published 182 articles in refereed academic and professional journals, discipline-specific encyclopedias and handbooks; 49 chapters in books and anthologies; more than two dozen multi-media presentations, including videos; 3 scholarly journals; 19 text(book)s; and 21 books (this is drawn from the 2008 FARs. Several of the books received awards from academic societies as well as national recognition in major publications. The report on research excellence reveals the publication highlights in the most reputable presses and highly ranked professional and scholarly journals). In addition, faculty reviewed the published research results of their peers in over thirty book reviews.

Activities planned for 2009-2010:

We plan continued support for and recognition of faculty with active research agendas and notable success in their respective disciplines as evident in national and international impact and reputation. The School will be underwriting more seed projects through the newly established IUPUI Arts and Humanities Initiative in order to spur greater external funding in the future.

Goal 3: The School of Liberal Arts will seek and build partnerships that shape and support its constituent communities. Rationale: Community partnerships are vital if we are to provide real-world learning for our students, alumni, faculty and staff, and if they, in turn, are to deliver the benefits of the liberal arts to those we serve.

Objective 1 (articulated as Action Step under Goal 3 of the School’s Strategic Plan): Define, identify, and develop the multiple professional and geographic communities that are to be served by the School.

Campus Planning Theme: Research, Scholarship and Creative Activity, Best Practices, Collaboration

Secondary Goals:

Sub Unit: academic departments and programs, research and resource centers

Time Frame: Ongoing

Actions taken for 2008-2009:

The IU School of Liberal Arts serves a variety of constituents, within the School, on campus, across the university, and in local, national and international communities. The School spent the past year working with those constituents and determining how it can best serve them. Of special interest and focus were connections that targeted diversity and internationalization.

Evidence of Progress for 2008-2009:

The continuing systematic inventorying of internship and practicum opportunities for undergraduate and graduate students reflects the range of the various communities that are served by the IU School of Liberal Arts, reaching from strategic partnerships in Kenya, China, and Mexico to courses that are open to students who are incarcerated.

Maturation of internship and service learning continues to increase the depth of our relationships with community organizations and opportunities for student and faculty engagement. The Masarachia Scholarship program places ten
students each year with area organizations, which are now designing projects incorporating these students. Academic departments and some of the School’s research centers continue to develop long-term relationships with museums, health organizations, community groups, government and the business community.

Activities planned for 2009-2010:

Continuation of the efforts underway, with special emphasis of developing and expanding collaborations that involve graduate students as interns.

Objective 2 (articulated as Action Step under Goal 3 of the School’s Strategic Plan): Develop new knowledge and understanding through applied research partnerships within the public and private sectors and among non-profits.

Campus Planning Theme: Research, Scholarship and Creative Activity, Best Practices, Civic Engagement, Collaboration

Secondary Goals:
Sub Unit: academic departments and programs, research and resource centers
Time Frame: Ongoing

Actions taken for 2008-2009:

Several faculty members of the School play instrumental roles in the IUPUI campus TRIP - translating research into practice - initiative. In general, the research faculty of the IU School of Liberal Arts has taken up that call and is working on identifying and highlighting those projects that fit the description of TRIP and impact of which extends from the academy into the community.

Evidence of Progress for 2008-2009:

In process: A growing inventory of research projects that fit the category of TRIP has been showcased and posted on the School’s web site.

Activities planned for 2009-2010:

In process: Inventorying, developing, and highlighting TRIP projects in the IU School of Liberal Arts.

Objective 3 (articulated as Action Steps under Goals 1 and 3 of the School’s Strategic Plan): Integrate civic engagement and experiential learning into classroom practice and research that has practical applications for community needs.

Campus Planning Theme: Research, Scholarship and Creative Activity, Best Practices, Civic Engagement, Collaboration

Secondary Goals:
Sub Unit: academic departments and programs, research and resource centers
Time Frame: Ongoing

Actions taken for 2008-2009:

In process: As part of the RISE initiative on campus the departments and programs identified experiential and service learning opportunities that form integral parts of courses offered in the IU School of Liberal Arts and that define the
Learning opportunities that form integral parts of courses offered in the IU School of Liberal Arts and that define the IUPUI undergraduate experience.

Evidence of Progress for 2008-2009:

The Inside-Out Prison Program is one outstanding example. The program completed its third year and is expanding. This set of courses combines collaboration between the School of Liberal Arts, the School of Public and Environmental Affairs, the School of Nursing faculty research and student research, as well as community engagement.

Activities planned for 2009-2010:

In process: Review and possible expansion of the inventory of courses that include experiential and service learning components focused on civic engagement and with application on community needs.

Objective 4 (articulated as Action Step under Goal 3 of the School's Strategic Plan): Extend our civic engagement activities internationally.

Campus Planning Theme: Best Practices, Civic Engagement, Collaboration

Secondary Goals:
Sub Unit: None
Time Frame: Ongoing

Actions taken for 2008-2009:

The School has embraced the "internationalization" of IUPUI and is taking an active role in exploring, expanding, and implementing the strategic initiatives of the campus concerning exchanges with Kenya, China, Mexico, India, Japan, and Europe, which include civic engagement activities. The School's BA in International Studies has proven popular and successful and this program is especially active in promoting study abroad opportunities, including those with service learning components. The School supports the campus goal of including study abroad as one crucial (optional) component of the undergraduate experience at IUPUI.

Evidence of Progress for 2008-2009:

Over ten percent of the graduating class in 2008 had participated in Study Abroad programs (see also Action Step under Goal 1 [Objective 6]).

Activities planned for 2009-2010:

In process: Several faculty members are actively engaged in international activities, as indicated above and by information presented under Action Step under Goal 1 (Objective 4). The School anticipates to extend these efforts and to promote more civic engagement as an integral part of the study abroad experience.

Objective 5 (articulated as Action Step under Goal 3 of the School's Strategic Plan): Support and reward staff, faculty and students for their efforts to develop community partners.

Campus Planning Theme: Best Practices, Campus Climate for Diversity, Collaboration
Secondary Goals:
Sub Unit: None
Time Frame: Ongoing

Actions taken for 2008-2009:

In process: The School supports faculty in their efforts to identify and work with community partners, especially those who did so in collaboration and with support from the Center for Service and Learning. Faculty members in the Anthropology, Communication Studies, Sociology, and World Languages and Cultures departments continue to be particularly active in this initiative and in so doing serve as models for other departments and academic programs. Numerous generous scholarships have been developed with a community collaboration component.

Evidence of Progress for 2008-2009:

In process: The IU School of Liberal Arts continues to support faculty in their efforts to maintain good relationships with community partners.

The Masarachiya Scholarship Program (four years, full tuition) and the Loretta Lunsford Scholarship program each promote community partnerships. Several other scholarships likewise include service components that may translate to community volunteering.

The public scholars program continues to grow with the effect that the School’s partnering with a wide variety of communities in greater Indianapolis has expanded.
Partnerships with local organizations include inviting visiting lecturers, collaborations with external organizations towards a common goal, local museums and arts organizations, local labor unions, senior citizen centers, hospitals and social service organizations.

The School’s annual Internship luncheon regularly attracts 35-40 attendees. Community partners are seated with their student interns and the faculty mentors and are publicly thanked for their continued support.

Activities planned for 2009-2010:

The “Inside-Outside” Prison Program is a partnership between faculty of SPEA, the IU School of Liberal, and the School of Nursing. The Inside-Outside Prison courses are now included in the regular course offerings and several faculty participate in the program or plan to be trained in it.

Similarly, the Teaching American History grants awarded to the Department of History have provided the foundation for building valuable relationships with the communities in the school districts targeted for these initiatives in central Indiana. Plans are to extend and expand those programs.

Objective 6 (articulated as Action Step under Goal 3 of the School’s Strategic Plan): Strategically communicate how the expertise and informed perspectives of a liberal arts-educated person are a valuable asset for any community.

Campus Planning Theme: Best Practices, Civic Engagement

Secondary Goals:
Sub Unit: None
Time Frame: Ongoing
Actions taken for 2008-2009:

The Assistant Dean for Development and External Affairs has monthly meetings with media relations representative assigned to Liberal Arts to discuss story ideas and placement. She also arranges additional meetings as needed when events or topics require.

The Office of Communications and Marketing has made an additional writer available to cover specific topic areas, interviewing, writing and placing stories in local and national media. English W390 students work as the School’s “news bureau” through their assignments, learning to write for print and web publication.

There is a regular review of news releases to ensure proper citations of the School of Liberal Arts. Staff and faculty are regularly reminded of the availability of the School’s self-reporting mechanism for postings on the webpage. There are frequent updates of web information. Staff, faculty and students are advised and reminded of optimal ways of “getting the word out” on stories and announcements that raise awareness.

All faculty, staff, student activities are reported through Jagnews, Inside IUPUI, and other internal reporting mechanisms.

The School continues to offer symposia and fora that connect Liberal Arts to the community. These include: The Keith Bulen Symposium on American Politics—a community forum to examine timely political issues; the Annual Spirit and Place Civic Festival, a collaboration of religious, educational, social and arts organizations; the Rufus Reiber Reading Series, bringing poets and novelists to campus to read from their work and interact with students and community audiences; the John D. Barlow Lecture in the Humanities, which brings internationally known scholars to IUPUI; and the annual Joseph T. Taylor Symposium provides a venue for discussion of timely urban issues. The Summer Archaeological Field School involves students and community residents and receives local (and often wider) media coverage. Additionally, the School hosts its Sabbatical Speakers Series featuring the research initiatives from faculty sabbatical work of the prior year.

The School publishes a thrice-yearly newsletter highlighting alumni and faculty news and contributions to the community.

The School publishes a monthly e-newsletter with more immediate news and announcements that reaches nearly 1500 alumni and others.

The School provides a monthly “tip sheet,” called FYI-Liberal Arts, to key members of the IU and IUPUI leadership.

The office of the Assistant Dean for Development and External Affairs supplies content for JagTV.

Evidence of Progress for 2008-2009:

The School of Liberal Arts, in particular Professor David Craig (Religious Studies), has taken the lead in planning and directing the 2009-2010 Common Theme initiative on the IUPUI campus. 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, as needed. Some have become favorite resources for media because of their willingness to provide expert commentary on short notice.
Media relations staff now consistently include the school's name correctly in press releases and work with media to ensure its inclusion in published articles.

Anecdotal evidence indicates that these efforts are having an effect in the public's awareness that the Liberal Arts are a significant school on the IUPUI campus.

---

**Activities planned for 2009-2010:**

The School is actively engaged in activities that will raise its profile among its own faculty and staff such that when they engage in presentation of all different kinds their affiliation with the School of Liberal Arts is noted. The Sabbatical Speakers Series, Deans’ Day, Taylor Symposium and Reiber Series are ongoing efforts. The Liberal Arts message is being coordinated with the campus' Impact campaign. Adoption of the Integrated Image; support of departmental and program public offerings in the form of lectures, symposia and public discussions add to the School’s efforts to highlight its mission and accomplishments.

The School continues to publish its newsletter sent to all alumni, donors, faculty and staff and to post its e-newsletter and FYI-Liberal Arts. The School continues to work with campus media relations to keep them apprised of the multiple accomplishments of faculty, students and staff and of activities which not only enhance community life but enriches that of students, staff, and faculty as well.

A freelance writer with national media experience has been assigned to work with the School to develop story placement in national media.

Increase use of JagTV.

- Objective 7 (articulated as Action Step under Goal 2 of the School's Strategic Plan): Actively steward and celebrate community partnerships through recognition activities and similar means.

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

  **Secondary Goals:** None

  **Sub Unit:** None

  **Time Frame:** Ongoing

---

**Actions taken for 2008-2009:**

In process: Active participation of select community leaders as members of the Steering Committee for the activities of the Public Scholars in African America.

---

**Evidence of Progress for 2008-2009:**

Positive comments from community leaders and members concerning the efforts of the School to make the selection process of the Public Scholars in African America open and inclusive. Close and vibrant collaboration with several cultural institutions locally, foremost among them the Eiteljorg Museum, the Indiana Museum of Art, and the Children's Museum as expressions of the successful initiative of creating positions for Public Scholars among the Liberal Arts faculty.

---

**Activities planned for 2009-2010:**

In process: Developing measures of excellence in civic engagement, including discussions about how best to celebrate
Objective 8 (articulated as 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:**
- None

**Time Frame:** Ongoing

---

**Actions taken for 2008-2009:**

Strategic partnerships with Moi University, Kenya, Sun Yat-Sen University, China, and Hidalgo University, Mexico; assessment and review of already established long-term exchanges with Hakou University, Japan; Newcastle University, UK.

---

**Evidence of Progress for 2008-2009:**

Organized a special Liberal Arts Study Abroad Fair as part of International Study Week. The Fair was very successful and students learned about all of the School's international programs, met with directors, discussed scholarships and financial arrangements, and meet students who previously participated in the programs.

Faculty, staff and students participated in the Indianapolis International Festival, highlighting their experiences in study abroad, research, and international service.

See also Action Step under Goal 1 (Objective 4).

---

**Activities planned for 2009-2010:**

The IU School of Liberal Arts is cooperating closely with the Office of International Affairs to meet this objective, especially developing concerted plans for the implementation of the strategic international exchanges (for faculty and students) in Africa, China, and Mexico; and exchanges with Heilbronn and Regensburg universities in Germany, Abo Akademi in Finland, and Hakouh hand Meiji universities in Japan. The European Union has underwritten a competitive three-year exchange program for graduate students from several European universities (UK, Germany, Italy).

The Confucius Institute at IUPUI opened officially in April 2008 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 4: The School of Liberal Arts will provide a learning and work environment that welcomes top caliber, highly qualified and diverse individuals and promotes opportunities for individual growth. Rationale: Only by attracting and retaining top talent can we achieve our goals.

Objective 1 (articulated as Action Step under Goal 4 of the School's Strategic Plan): Create a physical environment that is attractive, functional, and supportive of student learning, staff and faculty development, and community engagement.

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

**Secondary Goals:**
- None

**Time Frame:** Ongoing
Actions taken for 2008-2009:

The School has actively participated in activities to upgrade classrooms, working closely with the Learning Environments Committee.

Evidence of Progress for 2008-2009:

After completion of the construction of the sky--bridge the 2nd and 3rd floor lobbies of CA were renovated and refurnished—a lengthy project that is nearly complete. New carpeting is laid at the entrance of the sky-bridge and negotiations are in process for other upgrades to learning spaces in CA.

Opened a Student Information Center and Career Development Center in a very visible location in November 2008 to provide resources for students in a more convenient location. Both have been developed with the concept of involving students in the functioning and growth of these centers. Student leaders are involved in designing programming and communication with students.

Activities planned for 2009-2010:

The IU School of Liberal Arts will continue to work with the Learning Environments Committee to upgrade classrooms and other learning spaces in Cavanaugh Hall (CA). With the sky-bridge in place, linking Cavanaugh with the new Campus Center, the School continues to work with the University Architects Office, the Learning Environments Committee, and other groups, including students, to significantly enhance the 2d, 3d, and 4th floor lobbies of CA. The School is also working with Communications and Marketing to install flat-screen tv’s in CA lobby areas and are developing content for use on those screens. In addition, new offices will be created in CA415-17, and the Speakers Lab moved to renovated space in CA001G and offices were created nearby for faculty who make intensive use of the Speakers Lab in the courses they offer.

Objective 2 (articulated as Action Step under Goal 4 in the School’s Strategic Plan): Ensure that pay and benefits are appropriate to attract and retain a diverse and excellent full-time and associate faculty and staff.

Campus Planning Theme: Best Practices, Campus Climate for Diversity, Collaboration

Secondary Goals:

Sub Unit: None

Time Frame: Ongoing

Actions taken for 2008-2009:

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.

Evidence of Progress for 2008-2009:

Based on the 2006 survey that measured staff satisfaction at IUPUI (this is the most recent survey available), the IU School of Liberal Arts staff gave the unit above-average marks in three categories (understanding the connection between staff work and unit goals, cooperation for work done well, and overall job satisfaction) and well above
between staff’s work and unit’s goals, recognition for work done well, and overall job satisfaction) and well above average marks in regard to development opportunities, staff morale, and the clarity of the unit’s objectives and plans. Staff expressed concern about the technology available to them to get their work done and they voiced grave concerns about the low levels of staff salaries.

Based on the 2005 survey that measured faculty satisfaction at IUPUI (the 2005 survey is the most recent available), the IU School of Liberal Arts faculty are generally in line with the level of satisfaction expressed by their colleagues across campus. There were no areas in which SLA faculty were more satisfied than their IUPUI peers and several where they expressed considerable concerns: foremost among them the level of salary levels; followed by low overall job satisfaction and low faculty morale in the unit and the inadequacy of recognition for teaching as well as research and scholarly activities.

Diversity goals for Liberal Arts faculty and staff are set annually by the Office for Equal Opportunity (OEO) and the School aims to meet those goals. Reports of the diversity profile of the School’s faculty and staff are reported on the OEO web site and form part of the Dean’s state of the School address (posted on the School’s web site).

Activities planned for 2009-2010:

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.

Objective 3 (articulated as Action Step under Goal 4 of the School’s Strategic Plan): Maintain and enhance technological resources that serve the needs of our students, faculty, and staff.

Campus Planning Theme: Teaching and Learning, Research, Scholarship and Creative Activity, Best Practices, Collaboration

Secondary Goals:
Sub Unit: None
Time Frame: Ongoing

Actions taken for 2008-2009:

The IU School of Liberal Arts actively supports a four-year life cycle 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, CommTech Lab, Composition by Computers Lab, Multimedia, Language Resource Center, Speakers Lab, and the Social Science Computer Classroom.

The Speaker’s Lab, which primarily serves the needs of R110 students has moved operations to CA001G in newly remodeled offices that leverage modern digital technologies to enhance course activities. The IU School of Liberal Arts has invested over $125,000.00 in support of this facility.

The School’s responsibility for maintaining and enhancing of technological resources for its students, faculty, and staff has been undergoing a critical redefinition and reorganization as a result of the system and campus-wide initiative of reallocating student technology fees.

Evidence of Progress for 2008-2009:

Public computing in Liberal Arts is used almost constantly even under the difficult interim circumstances that
accompanied the construction of the sky-bridge connecting the Campus Center and Cavanaugh.

Activities planned for 2009-2010:

In Summer 2004, the School created public use computers on the 2d, 3d, and 4th floor lobbies of CA. These computers are in almost constant use—with the opening of the sky-bridge to the Campus Center usage has increased even more.

In Summer 2006, when the campus adopted a pay-for-print policy, the IU School of Liberal Arts enabled all students enrolled in Liberal Arts classes to print up to 15 pages without charge—a student-friendly and very popular move.

Liberal Arts consolidate technology resources in the basement of Cavanaugh as more space became available. This has provided better access to technology for students, while helping the school control costs.

Computing resources have been planned into the remodeling of the 2nd and 3rd floor lobbies first and, later, of the additional space in the basement (freed by the move of the bookstore to its new location in the Campus Center) to enhance those services. The lobby renovation plans have been implemented in Fall semester 2009 (excepting necessary maintenance and upgrades).

☑ Objective 4 (articulated as Action Step under Goal 4 in the School’s Strategic Plan): Provide regular staff/faculty training opportunities so that employees can function at the highest levels of proficiency.

Campus Planning Theme: Best Practices, Campus Climate for Diversity, Collaboration
Secondary Goals:
Sub Unit: None
Time Frame: Ongoing

Actions taken for 2008-2009:

The IU School of Liberal Arts actively and strategically encourages and supports faculty and staff in their efforts to take advantage of every opportunity for training and development offered to them, especially in a year with no salary increases for faculty and staff.

Evidence of Progress for 2008-2009:

Faculty and staff engage in training and development activities.

The School’s staff commented favorably on the development opportunities available to them (see Goal 3, Action Step, Objective 2, above).

Activities planned for 2009-2010:

To continue the above.

☑ Objective 5 (articulates as Action Step under Goal 4 in the School’s Strategic Plan): Provide regular staff/faculty social interactions that minimize hierarchical structures and create a collaborative environment.

Campus Planning Theme: Best Practices, Civic Engagement, Collaboration
Secondary Goals:
Secondary Goals:
Sub Unit: None
Time Frame: Ongoing

Actions taken for 2008-2009:

The School’s leadership invites faculty and staff to events and is intentional in being inclusive in the School’s activities. This includes the active participation of staff members in the planning of the next Strategic Plan of the IU School of Liberal Arts (the current Strategic Plan covers the years 2006-2010).

Evidence of Progress for 2008-2009:

Results from the staff satisfaction survey indicate that staff-faculty relations are generally recognized as “good” (see Goal 4, Objective 2, above).

Activities planned for 2009-2010:

To continue to take and practice an open-minded, inclusive approach to staff-faculty relations.

Objective 6 (articulated as Action Step under Goal 4 in the School’s Strategic Plan): Encourage and reward staff/faculty collaborations.

Campus Planning Theme: Best Practices, Campus Climate for Diversity, Collaboration
Secondary Goals:
Sub Unit: None
Time Frame: Ongoing

Actions taken for 2008-2009:

Each year the faculty of the IU School of Liberal Arts arrange a pitch-in (a "Staff Appreciation Luncheon") to thank staff for all that they do for the School. The Dean created an annual staff award. Each year the Don Schultheis Outstanding Staff Recognition Award honors a staff member with a cash bonus and plaque.

Evidence of Progress for 2008-2009:

Requests for bonuses for staff in recognition of outstanding service had to be suspended for 2009-2010 because of fiscal constraints. Competition for the Don Schultheis Outstanding Staff Recognition Award is healthy.

Activities planned for 2009-2010:

Continue the Staff Appreciation Luncheon and the Don Schultheis Outstanding Staff Recognition Award and follow-up on outcomes derived from the Transition to New Leadership activities.

Goal 5: The School of Liberal Arts maximizes its resources to further its mission and pursue its strategic development Rationale: The School must be a responsible steward of its state and private resources.
Objective 1 (articulated a Action Step under Goal 5 in the School’s Strategic Plan): The Dean’s Office and appropriate faculty and staff committees work together to set priorities in implementing the strategic plan.

**Campus Planning Theme:** Best Practices, Collaboration

**Secondary Goals:**
**Sub Unit:** None
**Time Frame:** Ongoing

Actions taken for 2008-2009:

The Dean, in cooperation with the Chairs, developed measures for excellence in teaching and learning (extraordinary successes in research, scholarship, and creative activities are summarized above).

Evidence of Progress for 2008-2009:

The Dean is working closely with the associate and assistant deans in articulating new policies, reviewing those in place, and devising—also in regular collaboration with the Chairs and Program and Center Directors and making good use of appropriate faculty input—plans and action steps for fulfilling the School’s mission. Communication, transparency, and accountability are of crucial importance in times of financial constraints and hardships.

Activities planned for 2009-2010:

With the transition to new leadership (TNL) the alignment of the school’s Strategic Plan with the goals articulated in the Academic Plan for IUPUI is under close scrutiny in efforts to enhance planning efforts for the immediate and more long-term future (for details, refer to the Mission section of this report).

Objective 2 (articulated as Action Step under Goal 5 in the School’s Strategic Plan): Make strategic investments, pursue promising opportunities, and utilize existing resources as effectively as possible.

**Campus Planning Theme:** Best Practices, Civic Engagement, Collaboration

**Secondary Goals:**
**Sub Unit:** None
**Time Frame:** Ongoing

Actions taken for 2008-2009:

The IU School of Liberal Arts, based on the Strategic Plan, is relying on the cooperation among the Dean’s Office and the faculty and staff governance structures to advance its plans and conduct its operations.

Evidence of Progress for 2008-2009:

Implementation of the Strategic Plan of the IU School of Liberal Arts and renewed discussion of its goals and objectives under the leadership of the new dean of the IU School of Liberal Arts. Plans for a new strategic plan, for the years 2011-2015, are underway.
Activities planned for 2009-2010:

Review of the current Strategic Plan of the IU School of Liberal Arts and updating of its goals and objectives under the leadership of the new dean of the IU School of Liberal Arts and in anticipation of articulating a new strategic plan for 2011-2015.

☑ Objective 3 (articulated as Action Step under Goal 5 in the School’s 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.
  
  **Campus Planning Theme:** Best Practices, Collaboration  
  **Secondary Goals:**  
  **Sub Unit:** academic departments and programs, research and resource centers  
  **Time Frame:** Ongoing

Actions taken for 2008-2009:

In process. The external reviews of academic programs offer especially good opportunities for assessing performance and efficiencies.

Evidence of Progress for 2008-2009:

The 2009 academic program reviews for Philosophy and Geography were very positive and the external reviewers gave the respective programs high marks.

Activities planned for 2009-2010:

Since the IU School of Liberal Arts’ Strategic Plan was approved in 2005, the departments and faculty committees have pursued its implementation. Through this process and in combination with external reviews of academic programs the School is able to review programs and departments in light of the goals laid out in the Plan and in accordance to campus-wide initiatives articulated in the Academic Plan.

☑ Objective 4 (articulated as Action Step under Goal 5 of the School’s Strategic Plan): Increase philanthropic giving to support the priorities of the strategic plan.
  
  **Campus Planning Theme:** Best Practices, Collaboration  
  **Secondary Goals:**  
  **Sub Unit:**  
  **Time Frame:**

Actions taken for 2008-2009:

The IU School of Liberal Arts is actively engaged in development on a number of fronts.

These include: Annual, major and planned gift solicitations that are on-going; meetings of with major donors; providing opportunities for donors to speak to planned gift professionals; hosting several donor recognition events; providing active stewardship of current and planned gift donors.
Evidence of Progress for 2008-2009:

FY 2009:
Dollars raised: $293,352
Number of Donors: 1,046
Alumni donors: 506; Friends: 475; Corporations: 20; Foundations: 7; Other 29.

Development of new contacts with young alumni and continued involvement of the Dean’s Research Advisory Council and IU Alumni Association Board.

Activities planned for 2009-2010:

A Priorities Planning Committee (PPC) has been appointed and an inventory of funding priorities is under development. The PPC has met throughout the year to establish the school’s fund raising priorities in light of School, Campus and University priority projects.

At the same time, the School continues to pursue the many activities it engages in with respect to development, especially enhancing on-line giving opportunities:

Another class of Student Ambassadors has been recruited and trained.

Objective 5 (articulated as Action Step under Goal 5 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.

Campus Planning Theme: Teaching and Learning, Best Practices, Campus Climate for Diversity, Collaboration
Secondary Goals:
Sub Unit: None
Time Frame: Ongoing

Actions taken for 2008-2009:

Attract and retain top talent in students. Incoming students continue to improve in measurable terms (test scores, average GPA, class rank, AP credit/dual college credit earned). Enrollment also continues to move toward full-time students (see also Goal 1, Action Step (Objective 7), and Goal 5, Action Step (Objective 7).

Evidence of Progress for 2008-2009:

Enrollment data and student characteristics (undergraduate and graduate) are found on the IMIR report web site and are not replicated here.

Activities planned for 2009-2010:

Several interdisciplinary undergraduate programs are in various stages of proposal, acceptance, and implementation:
Objective 6 (articulated as Action Step under Goal 5 of the School's Strategic Plan): Promote, support and reward growth in external funding that supports the strategic plan.

**Campus Planning Theme:** Best Practices, Collaboration

**Secondary Goals:**

**Sub Unit:** None

**Time Frame:** 2006-2010

**Actions taken for 2008-2009:**

The IU School of Liberal Arts encourages the development of external grant proposals from its faculty. As review of the current Strategic Plan progresses, expectations are to become more fully intentional in supporting this activity and rewarding success in it. The School hired a grants analyst who has been working very effectively and successfully with faculty and staff to develop, support, and monitor external grant applications.

**Evidence of Progress for 2008-2009:**

For a report on external funding, see Goal 2, Action Step (Objective 2).

**Activities planned for 2009-2010:**

The addition of a grants analyst, who is working with faculty and staff to develop, support and monitor external grant applications, has already been deemed a success and expectations are that the successes of the beginning years can be increased even more in the following years. The School awaits the availability and renovation of space in Cavanaugh Hall for externally-funded research projects that depend on additional staff and graduate assistance.

Objective 7 (articulated as Action Step under Goal 5 of the School's Strategic Plan): Develop strategic recruitment activities to attract new students

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

**Secondary Goals:**

**Sub Unit:** None

**Time Frame:** Ongoing

**Actions taken for 2008-2009:**

The School uses alumni to support its recruitment efforts.

The IU School of Liberal Arts is an active participant in the University’s Enrollment Management and Retention and Graduation Task Forces and utilizes strategies developed by these bodies to increase enrollments and retention to graduation.

In collaboration with the Indiana Department of Education, Division of Language Minority and Migrant Programs, Liberal Arts is centrally involved in META/Mapping Education Toward Achievement, a one-day annual workshop for Hispanic high school students focused on careers and on preparing for college.
Evidence of Progress for 2008-2009:

The Dean for Student Affairs and his staff were spectacularly successful in doubling the number of students who participated in the School’s orientation program. The office for Student Affairs increased participation in middle school/high school visits and in opportunities to bring students to campus for special programming. It was also actively and successfully involved with multicultural outreach, Indiana Latino Initiative, and other organizations to increase visibility and awareness of opportunities in Liberal Arts.

Activities planned for 2009-2010:

In process: Expansion of the successful Summer Academy (Bridge) and Themed Learning Community programs. Implementation of and Intergroup Dialogue program, for which Liberal Arts faculty and staff, in collaboration with other campus units, trained in Summer 2009.

Goal 6: The School of Liberal Arts will be more strategic in presenting its purpose and value to its constituent communities. Rationale: If we are to attract funding, employees, partners, and students, our purpose and benefits must be widely understood and accepted.

Objective 1 (articulated as Action Step under Goal 6 of the School’s Strategic Plan): Consider renaming the School
Campus Planning Theme: Best Practices, Civic Engagement, Collaboration
Secondary Goals:
Sub Unit: None
Time Frame: Ongoing

Actions taken for 2008-2009:

A new web presence has been developed and launched that is more intuitive, easier to use and update. A content management system was put in place to allow timed updates to content.
The Dean’s Office has been successful in impressing on the School’s faculty the importance of including "Liberal Arts" as part of their institutional description with respect to publications, presentations, and public appearances.

Evidence of Progress for 2008-2009:

The IU School of Liberal Arts faculty and staff have become very aware of the need to identify the School in publications and public activities. The School is seeing increased compliance on the part of the Office of Communication and Marketing, faculty and staff. It is an ongoing issue. In order to make sure that the IU School of Liberal Arts is recognized in events the School sponsors, a "sponsorship form" for external agencies is in use.

The new integrated image is in use and departments and programs are working more closely with the office of Development and External Affairs on image issues.

Activities planned for 2009-2010:

The Dean’s Office continues to impress on all person associated with the IU School of Liberal Arts the importance of including the School’s full identification in all campus wide and public activities.
Departmental websites are being addressed simultaneously with completion of the content on the School's new website. Collaboration with IUPUI's web master and visual identity and marketing program are ongoing.

Objective 2 (articulated as Action Step under Goal 6 in the School's Strategic Plan): Actively brand a new name, or the current name, with all constituents.

Campus Planning Theme: Best Practices, Civic Engagement, Collaboration
Secondary Goals:
Sub Unit:
Time Frame:

Actions taken for 2008-2009:

See Goal 6, Action Step (Objective 1).

Working with IU’s Integrated Image campaign to establish the School’s signature and graphic on all materials, websites, etc.

Evidence of Progress for 2008-2009:

The IU School of Liberal Arts is an active participant in many activities across campus. Historically, the School’s participation is not always recognized (this is unfortunate and not necessarily intentional on the part of others). To help make sure that the IU School of Liberal Arts is fully and properly recognized in such events, a "sponsorship form" was developed for external agencies.

FYI-Liberal Arts, a monthly "tip-sheet" for the IU School of Liberal Arts, is distributed to key administrators at IUPUI and IUB to ensure their understanding of the School and its contributions to the campus and community.

Activities planned for 2009-2010:

The Dean’s Office continues to impress on all persons associated with the IU School of Liberal Arts the importance of including the School’s proper identification in all public activities.

The Dean’s Office continues to supervise design and printing on materials purported to represent any unit of the School. Development of departmental websites is progressing and in compliance with School, campus and university standards.

Objective 3 (articulated as Action Step under Goal 6 in the School's Strategic Plan): Leverage existing and new relationships with corporate, nonprofit and government leaders to create vocal advocates for the humanities and social sciences.

Campus Planning Theme: Best Practices, Civic Engagement, Collaboration
Secondary Goals:
Sub Unit: None
Time Frame: Ongoing

Actions taken for 2008-2009:

The Dean appointed a Dean’s Research Advisory Board (DRAC) as well as advisory boards for several emerging
initiatives. These boards are made up of members from the community, including representatives from the public and private sectors.

Evidence of Progress for 2008-2009:

Members of the DRAC, by way of example, promote the IU School of Liberal Arts in their various activities. Through various board activities, the Dean promotes the School both internally and externally.

Activities planned for 2009-2010:

Continue to work with the Dean’s Research Advisory Board to promote the IU School of Liberal Arts in the metropolitan area. Members of the DRAC have been active in support of Liberal Arts initiatives.

In addition, the Dean is active as a member of the Board of Directors of the American Cabaret Theatre, the Executive Committee of the Center on Philanthropy (a part of the IU School of Liberal Arts), and the Advisory Board of IU Press. The Dean has also been actively involved with the Indianapolis Committee on Foreign Relations.

Fiscal Health

Reallocation Plan

Other Question(s)

1) How are you dealing with the projected base budget reductions for 2009-10 and 2010-11?

- How will the projected base reductions affect your ability to deliver your current level of services to students and faculty? Will some planned initiatives related to teaching and learning, research and scholarship, and civic engagement have to be delayed or terminated?
- If your unit experienced enrollment increases during the Summer II and/or fall terms, how have you used the additional revenue?

At this point (1/7/10), without a specific reduction target yet in hand, we are preparing a combination of actions that will allow us to meet the targets we receive. These include: 1) not replacing some faculty who have left during the past twelve months or whose departure is anticipated in the next six months; 2) discontinuing some faculty searches that were approved earlier; 3) reconsidering the level of school financial support for some centers or programs; 4) delaying the implementation of new academic programs; and 5) discontinuing some course releases that have been granted to full-time faculty for administrative or other service duties.

Current levels of service will be affected by these actions, especially the staffing of some courses for particular majors or minors and certificates within the school. New initiatives will be affected too, particularly through the delayed implementation of some new programs.

Liberal Arts did experience enrollment increases in Summer II and Fall 2009. The additional revenue has been used in four primary ways, two of which were driven by the enrollment increases themselves. Our expenditures for part-time faculty to teach additional sections, and our expenditures for student financial aid, are up. Third, we are preparing for the additional expense of the $300 grants to full-time resident undergraduate students with high grade-point averages. Fourth, we are trying to maintain some of the additional revenue to aid in the transition to lower budget allocations in the remainder of FY 2010 and in FY 2011.

2) To achieve the campus goal of doubling the numbers of undergraduate students completing baccalaureate degrees, and to increase the number graduating in four years, what changes have you implemented or planned to implement in course scheduling, curriculum, student support etc.?
All degree granting programs have produced four year curricular plans including versions that use summer enrollment. To support this, we are encouraging departments to schedule more alternative-format and summer classes and to examine their curricula and enrollment patterns to identify “bottleneck” courses or requirements that may impede students’ progress toward degree completion. We have also instituted a career development program within the Office of Student Affairs to aid students in connecting their undergraduate academic careers with their longer-term interests and in locating internships and other opportunities that enhance their educational experience as well as preparing them for the transition to life after graduation. We have also developed a robust orientation program for transfer students who constitute nearly sixty percent of our student body and have enhanced our orientation program for first-time students to more effectively articulate with our school’s first year (and first semester) programming. Finally, we have worked to increase work study opportunities within the school and grown scholarship support for undergraduate students to more than $250,000 a year. Many of these scholarships are tied in to RISE initiatives, supporting experiential learning through research, international study, service learning, and/or internships.

3) Do you currently have

- school-based space and
- centrally-scheduled space

   to support an increase in credit hours without a significant investment? Are you investigating methods to use space more effectively
   a. on Fridays and weekends?
   b. with online/hybrid/distance education course offerings?
   c. by developing larger classrooms?

We do not have enough space (school-based or centrally-scheduled) to accommodate much of an increase in credit hours without a significant investment. We are, therefore, taking a number of steps—none of which will fully address the need for additional classroom space, but which may help to a limited degree in the short term. One is the increased offering of online and hybrid courses that do not require classroom space as often throughout the semester. A second is the use of alternative schedule formats (such as 13-week classes that start two weeks after other semester classes) which tend to push classes out of the traditional Monday-through-Thursday time blocks and into Fridays. A third is the use of a Learning Environments grant to transform a non-academic space in the basement of Cavanaugh Hall into a classroom.

4) What are your priorities for student technology support, and what progress has been made as you have worked with UITS staff this year to implement your technology plans?

We have two principal priorities for student technology support. One is to maintain the technical services and facilities that we developed over several years to support student learning in a variety of courses and programs—for example, the composition-by-computer classrooms used by students in the Writing Program, the language labs used by students in our world languages and our American Sign Language Interpreting programs, the social sciences lab used by students in research-related courses in the social sciences including geographic information science (GIS) classes, the Speaker’s Lab used by students in Communication Studies R110 and other courses, and the ComTech Lab used by students in telecommunication courses. The second is to relocate several of those facilities to the basement of Cavanaugh Hall where the equipment could be sustained longer (climate control in particular would be simpler in windowless facilities) and where staffing of multiple adjacent labs near the offices of the technical services staff would be more efficient.

These student support services and facilities in Liberal Arts were developed and maintained using student technology fee revenue. During 2009, we worked with UITS staff to keep those services and facilities funded with student technology fee revenue for 2009-2010. We hope to be able to continue to do so, as well as to achieve the above-mentioned transition of facilities within Cavanaugh Hall, in 2010-2011 and beyond.