2011-2012 Liberal Arts

Mission

The mission of the Indiana University School of Liberal Arts at IUPUI is stated in our 2010-2015 Strategic Plan: creating and exchanging knowledge that promotes understanding of the human experience. The current strategic plan is viewable at all times at http://liberalarts.iupui.edu/index.php/dean/deans_office_strategic_plan_2010_2015. 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. In our 2010-2015 Strategic Plan, we state our aspiration as follows: To become a model 21st-century urban liberal arts school and a preferred location for learning and research in the humanities and social sciences.

Goals and Objectives

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

  a. Develop an undergraduate gateway course to articulate the purpose, meaning, and importance of a liberal arts education.

    Campus Planning Theme: Teaching and Learning
    Secondary Goals:
    Sub Unit:
    Time Frame:

    Actions taken for 2011-2012:
    No specific actions taken during 2011-12.

    Evidence of Progress for 2011-2012:
    No specific progress during 2011-12.

    Activities planned for 2012-2013:
    We plan to revise our existing SLA S100 course, which is taught in combination with first-year Themed Learning Communities, to become this new undergraduate gateway course for prospective and declared Liberal Arts majors. A faculty discussion of this prospect has occurred in one open forum in November 2012.

  b. Integrate information literacy into teaching in order to help students better develop their research, analytical, and critical thinking skills

    Campus Planning Theme: Teaching and Learning
    Secondary Goals:
    Sub Unit:
    Time Frame:
Actions taken for 2011-2012:

No specific actions taken during 2011-12.

Evidence of Progress for 2011-2012:

No specific progress for 2011-12.

Activities planned for 2012-2013:

Improved information literacy will be one of our goals as we revise the undergraduate curriculum requirements in Liberal Arts.

c. Fully integrate “RISE to the IUPUI Challenge” initiatives (opportunities for research, international experiences, and service and experiential learning) throughout the curriculum in order to offer students unique learning opportunities and greater cross-cultural competencies.

Campus Planning Theme: Teaching and Learning, Civic Engagement
Secondary Goals:
Sub Unit:
Time Frame:

Actions taken for 2011-2012:

Liberal Arts is the academic home for zero-credit, zero-fee RISE courses that will allow students to have RISE designations on their transcripts.

Faculty have developed new RISE courses and continued to offer existing ones.

Evidence of Progress for 2011-2012:

18% of Liberal Arts graduates in 2010-11 had two or more RISE experiences during their undergraduate careers. 47% had at least one RISE experience.

Activities planned for 2012-2013:

Continue with RISE courses, and integrate RISE as we revise the undergraduate curriculum requirements in Liberal Arts.

d. Improve our use of variable course formats, class scheduling, course delivery systems, individualized degrees (undergraduate and graduate), and available class locations to meet student needs and increase enrollments, retention, and graduation rates.

Campus Planning Theme: Teaching and Learning
Secondary Goals:
Sub Unit:  
Time Frame:

Actions taken for 2011-2012:

Several Liberal Arts faculty applied for and received Curriculum Enhancement Grants to develop and/or revise online courses. The school provided matching funds for those who received grants. Other faculty created or revised online courses -- with or without Curriculum Enhancement Grants.

New director of the Individualized Major Program appointed, succeeding the founding director who retired at the end of 2010-11.

Evidence of Progress for 2011-2012:

Online course offerings continued to grow in number and enrollment during 2011-12.

Activities planned for 2012-2013:

Continue with development of online options, and focus more on alternative course scheduling for courses that meet in person

☑️ c. Improve faculty awareness and use of teaching strategies that are effective with a diverse student population

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

Secondary Goals:

Sub Unit:  
Time Frame:

Actions taken for 2011-2012:

Liberal Arts faculty and staff have participated actively in the development of the Inter-Group Dialogue initiative at IUPUI.

We launched a Latino Studies program, and proposed an undergraduate minor and an undergraduate certificate.

Evidence of Progress for 2011-2012:

Liberal Arts students score above campus means on curricular and extra-curricular contact with persons of diverse backgrounds and discussions of diversity-related topics as part of their educational experience.

The undergraduate minor in Latino Studies was approved and is now available, and a director for the Latino Studies program was appointed.
Activities planned for 2012-2013:

Develop and launch the first Inter-Group Dialogue course at IUPUI.

Promote the existing Minor in Cultural Diversity, and develop a certificate option.

☐ f. Review the undergraduate curriculum, and develop dual-degree programs and five-year BA/MA programs

Campus Planning Theme: Teaching and Learning
Secondary Goals:
Sub Unit:
Time Frame:

Actions taken for 2011-2012:

A five-year BA/MA program in History was developed.

A master’s degree in Translation Studies was proposed, and approved through all levels to the IU Board of Trustees.

Evidence of Progress for 2011-2012:

A five-year BA/MA program in History was developed.

A master’s degree in Translation Studies was proposed, and approved through all levels to the IU Board of Trustees.

Activities planned for 2012-2013:

Participate in campus development of revised general education curriculum.

☐ g. Review graduate offerings and programs for financial sustainability and instructional effectiveness

Campus Planning Theme: Teaching and Learning
Secondary Goals:
Sub Unit:
Time Frame:

Actions taken for 2011-2012:

The school’s associate dean for research and graduate programs and the directors of graduate studies throughout the school met regularly to discuss how to improve graduate student funding.

Evidence of Progress for 2011-2012:

Graduate student funding in Liberal Arts was the highest it has ever been. Funding for graduate assistantships has grown by 24% from 2008-09.
Activities planned for 2012-2013:

Seek additional philanthropic support for graduate programs in the school.

1. Continue and improve the quality and productivity of scholarly research and creative activity performed by Liberal Arts faculty and students.

   a. Encourage and pursue inter-disciplinary research opportunities, including the hiring of more dual-appointment faculty

Campus Planning Theme: Research, Scholarship and Creative Activity, Collaboration
Secondary Goals:
Sub Unit:
Time Frame:

Actions taken for 2011-2012:

We recruited faculty for joint appointments, including appointments in our interdisciplinary programs.

We recommended interdisciplinary research centers for IUPUI Signature Center funding.

A new inter-disciplinary research center was established within the school—the Communication Privacy Management Center.

The school participated, through faculty leadership and provision of matching funds, in the IUPUI Arts and Humanities Institute.

Evidence of Progress for 2011-2012:

We hired a new faculty member with appointments in English and Medical Humanities, and one new faculty member with appointments in Political Science and International Studies. In addition, two tenure-line faculty were appointed in our interdisciplinary Philanthropic Studies program.

Several Liberal Arts faculty members received IUPUI Arts and Humanities funding during 2011-12.

Activities planned for 2012-2013:

Additional hiring in interdisciplinary programs

Continuation of all current activities, including provision of matching funds for the Arts and Humanities Initiative and the Signature Centers Initiative.

b. Increase the level of external support received by faculty by providing information on potential funding sources and workshops to improve their proposal writing and networking skills.
assisting with proposal preparation, monitoring and reporting functions

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

**Secondary Goals:**

**Sub Unit:**

**Time Frame:**

**Actions taken for 2011-2012:**

We developed a full-time position of Grants Coordinator to aid faculty who receive external funding in post-award actions such as purchasing, hiring, monitoring, and reporting.

We continue to support a full-time Grants Analyst devoted to assisting faculty with identifying potential funding sources and the preparation of competitive proposals.

**Evidence of Progress for 2011-2012:**

In 2011-12, Liberal Arts faculty submitted 137 proposals for external funding, of which 99 were funded for a total award amount of $6,891,223. These amounts were all up sharply from 2010-11.

**Activities planned for 2012-2013:**

- Hiring of Grants Coordinator.
- Continue with other current activities.

- Uphold standards of quality research and creative activity for all faculty with research expectations

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

**Secondary Goals:**

**Sub Unit:**

**Time Frame:**

**Actions taken for 2011-2012:**

No new actions

**Evidence of Progress for 2011-2012:**

None

**Activities planned for 2012-2013:**

No specific plans
d. Promote the publication of research in peer-reviewed open access journals and other forums, as well as the editing of such journals, and assist faculty who wish to establish such a journal. Establish standards for evaluating research that is published in such outlets.

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

**Secondary Goals:**

**Sub Unit:**

**Time Frame:**

**Actions taken for 2011-2012:**

No specific activities.

**Evidence of Progress for 2011-2012:**

No specific evidence.

**Activities planned for 2012-2013:**

No specific plans.

e. Explore and pursue means of providing additional funding to faculty to cover the costs associated with research, including submission fees and travel

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

**Secondary Goals:**

**Sub Unit:**

**Time Frame:**

**Actions taken for 2011-2012:**

No specific actions

**Evidence of Progress for 2011-2012:**

Faculty travel expenditures increased significantly over 2010-11.

**Activities planned for 2012-2013:**

No specific plans.

f. Create more research opportunities for students in conjunction with coursework and through collaboration with faculty

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

**Secondary Goals:**

**Sub Unit:**
Time Frame:

Actions taken for 2011-2012:

No new actions. We support McNair and DSRP scholars with School funds each year.

Evidence of Progress for 2011-2012:

No specific evidence.

Activities planned for 2012-2013:

No specific plans

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

a. Increase public and campus awareness (e.g., through promotional activities) of the impact and successes of liberal arts students and alumni, and of the community and individual benefits to be derived from a liberal arts education.

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

Actions taken for 2011-2012:

Our internal publication, *FIT*, and our external publication, *Advances*, identify and highlight successes of Liberal Arts students and alumni. The design, publication schedule, and method of distributing *Advances* were changed in 2010-11 to make it a more attractive publication and improve the efficiency of its distribution.

We opened the IUPUI Campus Center Theater with a world-premiere production of Shakespeare and Fletcher’s "The History of Cardenio," which was attended by several guests from the community, reviewed in local publication, featured on the BBC World News.

We began using “measured marketing” through a contract with Delivra to collect information on the usage of our electronically disseminated materials

Evidence of Progress for 2011-2012:

Our colleague Susan Hyatt, Associate Professor of Anthropology, received the Chancellor’s Award for Excellence in Civic Engagement.

Activities planned for 2012-2013:
Work with WFYI-TV to produce and broadcast a documentary on the making of "The History of Cardenio."

☑️ b. Increase advocacy and support of the School by fostering, maintaining, and multiplying community partnerships and applied research relationships with corporate, nonprofit, and government institutions.

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

**Secondary Goals**: 

**Sub Unit**: 

**Time Frame**: 

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**Actions taken for 2011-2012**: 

We continued our partnerships with the Crispus Attucks Medical Magnet High School, the Near Westside neighborhood, and the Near Southside (Babe-Denny) neighborhood.

The Polis Center continued to work in collaboration with local governments throughout Indiana, state government agencies, and federal agencies on research to inform and improve land-use planning, hazard mitigation and response, and social service delivery.

The Polis Center organized the annual "Spirit and Place Festival" in collaboration with numerous local congregations, arts organizations, and business and nonprofit organizations.

The Institute for Research on Social Issues contacted state agencies and local and regional nonprofit organizations to pursue collaborative research partnerships.

The Office of Student Affairs continues to take part in Black Expo Summer Celebration and the Indianapolis International Festival to promote the School of Liberal Arts and IUPUI to prospective students and their families, and to community members in general.

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**Evidence of Progress for 2011-2012**: 

Our partnership with the Near-Southside (Babe-Denny) neighborhood was the subject of a column in The New York Times.

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**Activities planned for 2012-2013**: 

Continue these partnerships.

☑️ c. Encourage and recognize outreach to middle and high schools and community colleges aimed at showcasing the diverse experiences and accomplishments of the School, and attracting a well-prepared and diverse student body.

**Campus Planning Theme**: Civic Engagement

**Secondary Goals**: 

**Sub Unit**: 

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Time Frame:

Actions taken for 2011-2012:

Appearances at Ivy Tech Community College to provide information about Liberal Arts programs to which ITCC students can transfer.

Organize the annual Mapping Education Through Achievement (META) program for middle- and high-school Latino students to introduce them to IUPUI and the School of Liberal Arts.

Participate in campus outreach programs such as Project Stepping Stone and the Fall Fest that bring area middle- and high school students to IUPUI.

Added a part-time staff person (shared with Community Learning Network) to focus on recruitment of adult learners and returning students.

Evidence of Progress for 2011-2012:

No specific measures

Activities planned for 2012-2013:

Continue and expand these outreach activities

☑️ 4. Support students, staff and faculty through improved efficiency, communications, and working environment.

☑️ a. Evaluate workflow and staffing within the School and consider reorganization in order to achieve a more equitable distribution of resources, and increased efficiency.

   **Campus Planning Theme:** Best Practices

   **Secondary Goals:**

   **Sub Unit:**

   **Time Frame:**

Actions taken for 2011-2012:

No specific activities.

Evidence of Progress for 2011-2012:

No specific progress.
Activities planned for 2012-2013:

No specific plans.

☑ b. Support and encourage collegiality, diversity, and sense of community and professional fulfillment among all faculty, staff, and students.

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

**Secondary Goals:**

**Sub Unit:**

**Time Frame:**

Actions taken for 2011-2012:

Part-time faculty were invited to the first faculty Assembly meeting of the year, for the "state of the school" report.

Faculty organized and provided a Staff Appreciation Lunch to recognize the contributions of staff to the work and performance of the School.

A new faculty reception was held at the beginning of the school year to introduce new full-time faculty to the department chairs, center and program directors, and dean’s office staff. Also, new full-time faculty are introduced and welcomed at the first Faculty Assembly meeting of this year.

All Themed Learning Communities for first-year students receive hospitality funds from the School.

The School and the IU Alumni Association co-host and financially support a reception for graduating seniors which is open to the seniors, their families, and the faculty and staff of the School.

Added a faculty open forum on teaching and learning.

Evidence of Progress for 2011-2012:

No specific measures. Anecdotal reports from students, staff, and faculty indicate that these actions are appreciated.

Activities planned for 2012-2013:

Continue these activities.

☑ c. Facilitate undergraduate student progress through reduced bottlenecks, increased transparency of scheduling and requirements, and improved advising.

**Campus Planning Theme:** Teaching and Learning, Best Practices

**Secondary Goals:**

**Sub Unit:**

**Time Frame:**

Actions taken for 2011-2012:

Pathways to graduation are now available on the Web for all Liberal Arts undergraduate major programs.
Evidence of Progress for 2011-2012:

No specific evidence.

Activities planned for 2012-2013:

Continue these initiatives.

d. Improve functionality and attractiveness of public spaces and offices.

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

Actions taken for 2011-2012:

Renovation of Cavanaugh Hall Rooms 539 and 541 was completed, creating a new departmental office suite and faculty offices for the Department of World Languages and Cultures.

Renovation of Cavanaugh Hall Room 003A continued, converting it into a space usable for classes, meetings, or performances.

Renovation of Cavanaugh Hall Room 008 and the basement lobby area began, to accommodate four classrooms and space for the University Writing Center plus informal working space for students.

Renovation of Cavanaugh Hall Room 508 began, to provide an improved lounge for faculty and staff.

Evidence of Progress for 2011-2012:

Several improved faculty offices and student spaces were created as a result of these actions.

Activities planned for 2012-2013:

Complete the renovations of Cavanaugh Hall 003a and 008.

Initiate renovation of Cavanaugh Hall Room 323A.
e. Develop a master plan for a new facility, integrating the School’s needs into the campus’ overall planning process.

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

Actions taken for 2011-2012:

Liberal Arts was one of seven schools that participated with the IUPUI Office of Finance and Administration in a space needs analysis and planning study.

Evidence of Progress for 2011-2012:

No specific evidence yet; the analysis and study were not yet complete at the end of 2011-12.

Activities planned for 2012-2013:

Continue to participate in the space needs analysis and planning process.

d. Actively promote and support staff and faculty training opportunities.

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

Actions taken for 2011-2012:

No new initiatives; several ongoing activities.

Evidence of Progress for 2011-2012:

No specific evidence.

Activities planned for 2012-2013:

No specific plans.

g. Maintain high-quality technical services support within the School, and ensure that new technologies are evaluated on the basis of cost effectiveness and their contribution to student learning.

Campus Planning Theme: Teaching and Learning, Best Practices
Secondary Goals:
Sub Unit:
Time Frame:

Actions taken for 2011-2012:

In-house technical services support staff were retained from the previous year, despite the reduction of student technology fee revenue that previously supported those positions.

Technical services needs analysis for the School continued.

Evidence of Progress for 2011-2012:

Activities planned for 2012-2013:

Complete needs analysis for technical services in the School.

Begin transition from physical servers stored in the basement of Cavanaugh Hall to the use of server space in UITS' Intelligent Infrastructure platform.

☑ h. Continue evaluation and implementation of campus diversity initiatives including the Unit Action Plan, strategic hiring, and diversity awareness.

Campus Planning Theme: Best Practices, Campus Climate for Diversity

Secondary Goals:

Sub Unit:

Time Frame:

Actions taken for 2011-2012:

Unit action plan completed and reviewed.

New full-time faculty hired in 2011-12 increased the gender and ethnic diversity of the full-time faculty in the School.

Evidence of Progress for 2011-2012:

Unit action plan completed and reviewed; most categories of faculty and staff diversity showed acceptable results.

New full-time faculty hired in 2011-12 increased the gender and ethnic diversity of the full-time faculty in the School.
Activities planned for 2012-2013:

Complete and review the 2012-13 unit action plan.

Continue to recruit and retain full-time faculty who enhance the diversity of the school’s faculty.

5. Protect and promote the financial future of the School.

a. Make strategic investments, pursue promising opportunities, and utilize existing resources as effectively as possible.

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

Actions taken for 2011-2012:

Investments were made in new full-time faculty in Communication Studies, World Languages and Cultures, Africana Studies and Religious Studies, and Geography, and in the establishment of a Center for Global Entrepreneurship and Sustainable Development.

The New Oxford Shakespeare Project began, with two post-doctoral fellows, a graduate student assistant, computing facilities and space provided by the School.

The Department of English and the Indiana Center for Intercultural Communication began designing an Intensive English language program for international students and visitors.

New degree options were developed in Medical Humanities and Health Studies (bachelor’s degree), Translation and Interpreting (master’s degree), and Health Communication (doctoral degree).

A staff task force on reorganization concluded its deliberations, produced a recommendation, and presented it to the department chairs and center and program directors, and to a faculty “town hall” meeting for input and feedback.

The campus’ Accelerated Improvement Process (AIP) was used to identify improvements in scholarship processing.

The Survey Research Center was placed under new leadership with the appointment of a full-time Director of Operations and an interim Director of the Center.

Evidence of Progress for 2011-2012:

The deficit in scholarship accounts was reduced from the 2009-10 level.

The deficit in the Survey Research Center’s account was reduced from the 2009-10 level and new contracts were gained.

The Office of Internal Audit completed our Transitional Management Review (TMR) with no adverse findings.
Activities planned for 2012-2013:

Follow up on staff reorganization ideas.

Appoint new Director of the Survey Research Center.

Reorganize the Indiana Center for Economic Education to reduce expenditures while maintaining service to K-12 teachers in central Indiana.

Continue to make investments in faculty for the doctoral programs in Economics and Health Communication, and to support the new master’s program in Translation and Interpreting and the new bachelor’s program in Medical Humanities and Health Studies as they continue through the approval process.

b. Promote, support and recognize the attraction of external research funding in every department.

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

**Secondary Goals:**

**Sub Unit:**

**Time Frame:**

Actions taken for 2011-2012:

See objective 2.b.

Evidence of Progress for 2011-2012:

See objective 2.b.

Activities planned for 2012-2013:

See objective 2.b.

c. Increase credit hours by at least 1 per cent annually School-wide for the life of this plan.

**Campus Planning Theme:**

**Secondary Goals:**

**Sub Unit:**

**Time Frame:**

Actions taken for 2011-2012:

Participation in campus recruitment and orientation programs
Added a part-time staff member (shared with the Division of Continuing Studies) to recruit adult and returning students. Launched a new bachelor’s degree in Medical Humanities and Health Studies and a new Minor in Latino Studies.

Evidence of Progress for 2011-2012:

For 2011-12, credit hours were down 2.88% from 2011-12.

Activities planned for 2012-2013:

Continue efforts at recruitment of students and promotion of our courses and programs.

☐ d. Successfully complete the IMPACT IUPUI Campaign, with a fund raising goal of $4 million, focusing on projects that fit IUPUI’s RISE Initiative, Scholarships, Endowments for Institutes and Centers (which include graduate fellowships and endowed faculty positions) and program and departmental annual giving.

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

Actions taken for 2011-2012:

Cultivation of new donors and stewardship of existing donors.

Completion of the annual faculty-staff giving campaign.

Evidence of Progress for 2011-2012:

New gift agreements signed for an endowed faculty position and student scholarships and fellowships

Successfully completed annual faculty-staff campaign.

At the end of 2011-12, the school had achieved approximately 85% of its IMPACT IUPUI campaign.

Activities planned for 2012-2013:

Addition of a full-time position in Donor Relations and Stewardship.

Changes in the leadership positions within the Office of Development and External Affairs.

Completion of the annual faculty-staff giving campaign.
Fiscal Health

Reallocation Plan

Other Question(s)