2009-2010 Liberal Arts

Section	Document Name
Goals and Objectives	• Liberal Arts planning and budgeting report 2010 - Goals and objectives section.pdf
Fiscal Health	• LIBA.pdf
Fiscal Health	• Liberal Arts planning and budgeting report 2010 - Fiscal health section.pdf

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

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.

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.

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.

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.

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.

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.

Fiscal Health

Reallocation Plan

The School of Liberal Arts received $45,000 in reallocation funds beginning in FY 2009 and continuing through. Those reallocation funds were given by the campus for support of graduate student stipends and tuition assistance, and were used for those purposes by the school.
The School of Liberal Arts has been given $200,000 in reallocation funds by the campus beginning in FY 2011 for support of the PhD. program in Economics.

Other Question(s)

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1. Please describe faculty/staff participation in the planning process in your unit. What factors strongly influence your budget and planning priorities? Please give examples, which might include attracting and retaining undergraduates, strengthening graduate programs, building collaborative partnerships, increasing diversity in faculty and student populations.

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Ongoing participation

The Resources and Planning Committee, a standing committee of the faculty, meets monthly with the dean and advises the dean on budgetary and planning matters. Committee members serve two-year staggered terms so there are some new members each year. Committee members are invited to serve by the elected Agenda Council of the faculty. The Agenda Council emphasizes having a balance of Resources and Planning Committee members by rank and discipline. The Assistant Dean for Finance and Administration is also a member of the Resources and Planning Committee.

A Dean's Staff Advisory Council meets with the dean to discuss staff development and other matters relating to the performance, responsibilities, and working conditions of the professional staff in the school. The members of the advisory council are chosen by the whole staff of the school, which meets monthly with the Assistant Dean for Finance and Administration.

For review of new academic programs, there are two faculty committees—the Undergraduate Curriculum and Standards Committee, and the Graduate Curriculum Committee. Members of each committee serve two-year staggered terms, and the Agenda Council assures that members represent a balance of disciplines within the school.

For diversity advancement and reporting, there is a combined faculty and staff Liberal Arts Diversity Council, members of which agree to serve at the request and at the pleasure of the dean.

Five-year Strategic Plan development

Development of the school's strategic plan has been guided by the dean's office in cooperation with the school's Resources and Planning Committee, with an extensive set of working groups and workshops in which faculty, staff, students, alumni, and friends of the school have participated. Individuals participating in the working groups and workshops were invited to do so by joint invitation of the dean and the Resources and Planning Committee.

Campaign planning

Development of the school's priorities for IMPACT: The Campaign for IUPUI occurred through deliberations of the ad hoc Priorities Planning Committee. Members of the committee included faculty, staff, students, alumni, and friends of the school who served at the invitation of the dean during 2009.

What factors strongly influence your budget and planning priorities?

Core considerations that shape the direction of the school and set the opportunities and constraints within which all other priorities are pursued

The school's Strategic Plan

The school's current and projected fiscal situation

Enrollment management—credit hour enrollments, patterns of growth or decline in enrollments, student retention and

progress toward graduation

Programmatic directions that are pursued to the extent and at the pace possible in light of the core considerations above

Development of interdisciplinary and other innovative academic programs

Graduate program development

Pursuit of opportunities for collaboration with other schools

Institutional improvement priorities to be promoted and strengthened during the advancement of the programmatic directions above

Strengthening the academic excellence of the faculty

Advancing the diversity of the faculty, staff, and student populations

Attracting external funding for research

2. How do the plans within your unit align with the President's Principles of Excellence and the Chancellor's Guideposts? Please describe your process for integrating your unit's plans with those of the campus.

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In April 2010, the School of Liberal Arts Faculty Assembly approved the school's new five-year Strategic Plan, to cover the period 2010-2015. The Plan can be viewed in its entirety at http://liberalarts.iupui.edu/index.php/dean/deans_office_strategic_plan_2010_2015. A review of the plan will quickly show that its statements of values, goals, and key strategies for the School of Liberal Arts match very closely and overlap substantially with President McRobbie's Principles of Excellence and Chancellor Bantz's Guideposts. In lieu of an item-by-item listing of all of those matches, here are a few examples:

President's Principle	Chancellor's Guidepost	Examples from the School of Liberal Arts Strategic Plan
An Excellent Education	Continue to improve educational outcomes	Core Value: Student learning Core Value: Excellence Core Value: Accessibility Goal 1: Create learning opportunities that inspire students to develop their intellectual abilities academically, technologically, and practically Key Strategy: Fully integrate RISE Key Strategy: Improve our use of variable course formats, class scheduling, individualized degrees, and available class locations to meet student needs and increase enrollments, retention, and graduation rates Key strategy: Improve faculty awareness and use of teaching strategies that are effective with a diverse student population
Excellence in Research	Advance achievements in graduate education and research	Core Value: Research Core Value: Excellence Goal 2: Continue and improve the quality and productivity of scholarly research and creative activity performed by Liberal Arts faculty and students Key strategy: Increase the level of external support received by faculty

research	graduate education and research	Key strategy: Increase the level of external support received by faculty Key strategy: Uphold standards of quality research and creative activity for all faculty with research expectations Key strategy: Create more research opportunities for students in conjunction with coursework and through collaboration with faculty
Excellence in Advancement	Increase the resource base through philanthropy, concluding a successful development campaign, and other strategies	Goal 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 Goal 5: Protect and promote the financial future of the School Key strategy: 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

Please describe your process for integrating your unit's plans with those of the campus.

In the workshops and other discussions that led to the creation of the school's current strategic plan, we distributed the IUPUI mission/vision/goals/objectives as a starting point for conversation.

3. What longer-term trends (5-10 years) exist in your discipline/field that will affect your unit?

It is a challenge to answer this on behalf of a school that is home to 11 discipline-based departments, nine additional interdisciplinary academic programs, 15 research centers and institutes, and more than 35 undergraduate and graduate degrees and certificates. The trends that appear to extend across most of the liberal arts disciplines and have the potential to affect the school are:

> The use of technology in teaching and research in the humanities and social sciences; Technology itself (its development, application, and effects) as a subject of inquiry in the humanities and social sciences;
> The continued emergence of health as a topic that is influenced by much more than medical science and patient care, and as a growing factor in the economy and social and well as individual well-being;
> The significance of creativity, innovation, and adaptiveness in social organization and economic development, which places greater value on the capabilities acquired by students through liberal education; and
>
> Continued globalization of human interactions of all kinds (economic and other), which requires better understanding among U.S. students of the languages, histories, social organization, and cultures of people throughout the world.

4. If the University experiences further budget cuts, what existing and emerging programs/initiatives in your unit will be your highest priorities?

Student services that promote retention and academic success—advising, student financial support, and career planning and development

Development, particularly the school's campaign priorities—undergraduate scholarships and program support, graduate fellowships and program support, and support for research centers and institutes

Student success and philanthropic support that enhances our teaching and research are the keys to sustaining everything else we have.

Compensation for faculty and staff

This is essential to protecting and sustaining the gains we have made in attracting especially high-quality faculty and staff over the preceding years.