Highlights:

For CLAS:
Increasingly urgent questions have emerged that I seek to address as a dean. How do we move beyond the defensive in discussions of the liberal arts? How do we reshape the college to build upon our strengths and stretch in new directions needed by our students, our faculty, and our community? As I survey what we have been doing collectively, and how I have been focusing our efforts over the last several years, I realize that many pieces are coming together that have raised the profile of the college and focused our message.

As the associate deans, our staff, and I have worked with and listened to faculty over the last few years, and moved forward with initiatives, we have been building a renewed and clearer identity for CLAS. We began my first year as dean with discussions around the mission and two years ago what really started to emerge was a coherent effort to orchestrate a campaign designed to lift the profile of the liberal arts in ways that contribute to better understanding, rekindle passion, and demonstrate the utility of all the liberal arts.

Several projects began to connect as we told our story more effectively and with greater urgency. In addition to a clearer mission statement, we worked on our websites and encouraged the use of social media, rethought and reassigned the work of the associate deans and CLAS committees, finished a series of highly effective videos for each department, published our third issue of Currents magazine, hosted our most successful Bender Scholar in Residence to date, and used our statement on what it means to be a teacher/scholar as a recruiting piece in job searches.

Significant new activities included our first annual fund-raising campaign that included a reception, a new mailer, phone calls, and new messages in the magazine and at college events. We hosted new alumni events, created a new process of selecting and recognizing outstanding alumni, renewed departmental alumni outreach, and began a new summer program for teens. Plus, our three community outreach centers worked harder and more effectively than ever to cement our commitments in the region.

This past year our greater focus on marketing, fund-raising, and alumni relations opened new areas for professional development and activity. Many of our efforts were part of a campaign that contribute to better understanding of the liberal arts, rekindling passion for our work, and demonstrating both the utility and the aesthetic worth of the humanities, the social sciences and the sciences.
Specific accomplishments:
We made a big push to increase our communication with external constituencies—especially in the two areas of fund raising and alumni relations. I am very happy to report good results with both groups. Having redefined one Associate Dean position to include these two areas in 2014-15, the college received excellent support this year from Associate Dean Lee Kahan who continued to build on projects begun last year and to generate and implement new ideas of his own.

We executed our first ever annual fund raising campaign with a kick-off event to celebrate all the National Science Foundation scholarship winners on September 10. To our delight, six NSF winners/alumni returned to campus, and it was a wonderful evening. We followed up with our first ever fundraising mailer that went to approximately 900 alumni and friends of the college.

In October, we had our most successful Bender Scholar in Residence thus far, with over 200 people attending the public lecture and on the previous day, dozens of students in Mathematics enjoyed time with our guest, Robert Lange. All week, we challenged participants to give to the college and promised to award an original origami print by Lange, for the largest gift. It was a great pleasure to present that gift at a faculty meeting to Larry and Carolyn Garber for their generosity in support of our students.

In December, the third issue of *Currents* was mailed to over 6,000 alumni and for the first time included a “soft” fund raising ad. In the spring, several departments hosted alumni events and we participated in the inaugural campus Alumni Week. All of these efforts, along with the IU Bicentennial campaign, helped us raise 2.88 times more money for CLAS in fiscal 2016 as we had the previous year—only including actual funds received, not including future pledges. Many departments were pleased, gratified and excited about having more interaction with their graduates, and overall the college had a great learning experience in these areas this year.

Faculty in the college continue to make significant contributions to leadership across campus and the larger university. Jerry Hinnefeld was the second Chancellor’s Professor and Jay VanderVeen won the all IU Frederic Bachman Lieber Award for excellence in teaching. In addition, Micheline Nilsen won the campus Distinguished Research Award and Jay VanderVeen and April Lidinsky won the campus Outstanding Teaching Award. Ten CLAS faculty received Trustee’s Teaching Awards this year and Elizabeth Bennion was honored with Indiana Campus Compact’s Douglas Hiltunen Award for Outstanding Contributions to the Scholarship of Engagement. Scott Sernau, Professor of Sociology was added to the ranks of Lundquist professors.

Our new totals for awards in recent years are:
• 22 All-University or state-wide Teaching Awards (including the Herman Frederic Lieber Award, the President’s Award, Chancellor’s Professor, and the Sylvia Bowman Award)
• 13 IUSB Distinguished Teaching Awards
• 19 members of FACET
• 73 recipients of the Trustees’ Teaching Award
• 8 Lundquist Faculty Fellows
• 3 Fulbright Teaching Scholars

CLAS faculty continue to lead both the campus Honors Program and International Programs—both are having outstanding results and contribute significantly to student engagement and success on campus. The college provides support staff for both areas.

CLAS faculty, with the support of the college, worked through the second year of the Campus Compact grant focusing on effective management of internships across the college, and interest in internships continues to rise. Associate Dean Kahan (and I tagged along) visited with Butler University to glean further information about their robust internship programs in the liberal arts. CLAS faculty continue to be active in offering First Year Seminars, another area led by a CLAS faculty, Betsy Lucal. And finally, CLAS faculty are well represented on the Reimagining the First Year project, led by Kyoko Takanashi from the Department of English. Philosopher Lyle Zynda is heading up the new General Education taskforce and CLAS faculty continue to play important roles on the Senate Executive Committee.

On July 1, 2015, Darryl Heller began his duties as the Director of the Civil Rights Heritage Center and of Student and Community Engagement. He has been a whirlwind of activity, partnering with dozens of entities on and off campus. As a result, he has been designated our lead for Campus Compact and will play a critical role in the campus effort to achieve the Carnegie Engaged Campus designation. An historian by trade and experienced community organizer, Heller has proved a tremendous asset to the college, campus and community.

The Associate Deans and chairs in CLAS deserve particular mention. Lee Kahan, Monika Lynker, and Doug McMillen work exceptionally hard for the college and have led initiatives that improve the college and campus in areas that include advising, enrollment management, marketing, and alumni relations. Specific advancements such as an electronic form for declaring majors, initiating a new summer program for teens, scheduling and use of adjuncts, realigning duties according to best practices in advising, reaching out to transitioning students, rethinking curriculum and numerous other efforts have all supported learning and working throughout CLAS and provide models for other units to follow. The college has truly been fortunate with leaders who have emerged from the faculty to tackle some of the most difficult issues on campus.
Planning:
CLAS created various work and operational plans to address student retention, student success in lower division courses, graduation rates, advising, enrollment management, and budget efficiencies; a plan to address a list of issues specified by Academic Affairs (referred to in our office as “the big list”); and other plans around online course development, recycled computers, and space issues. This may well be the most plans that I’ve been involved in creating in one year in my entire career. We’ve been tracking our progress throughout.

We prepared for the 2017 budget hearings and anticipated the loss of some of our salary pool, having four open positions in three departments. Our proposal to shift a significant portion of that pool to fund Sustainability was accepted. In addition, one phase of our salary compression plan was funded (at the full professor level), and we created a general salary pool of 1% for CLAS and contributed additional savings to help fund the campus salary pool. Our only significant budget shortfall for FY2016 was in the adjunct budget. By the end of the year, however, we covered all but about $7,000 out of college funds.

IUOCC continues to plague us with a rocky roll out that has harmed IU South Bend students taking online classes from other IU campuses. We continue to encourage faculty to put more classes online in order that our students can take their classes from this campus. We want online to be a net gain in retention, not a loss. This is difficult to determine, but the DFW data is clear. IU South Bend students enrolled in online classes offered here have a significantly better chance of completing those courses with a C or better.

Our staff persisted through some significant changes, particularly in the Advising Center and the Recorder’s office. Associate Dean Lynker kept her hand on the rudder and we are well-positioned once again. She organized the first series of professional trainings for bi-weekly staff and included in emphasis on customer service, problem solving, effective communication, and time management. We received lots of positive feedback. I am very proud of the work our staff accomplishes every year.

The Dean’s Activities:
Year six was a review year and the end of my second three-year term as Dean of CLAS. Overseen by a faculty committee, I underwent a comprehensive evaluation with a report to the EVCAA, a survey to all faculty and staff in CLAS, and solicited letters from external constituents. The process was an affirming, positive experience, and given the stresses of declining enrollments and budget cuts, I was gratified with the strong level of support indicated in the results.

According to the review committee, areas of strength include respect and support for faculty, promoting a collegial atmosphere, keeping well informed on national trends, and supporting a positive experience for new faculty. Communication, a calming demeanor and willingness to listen were mentioned by staff. Areas where I
could be stronger included making our case to the administration, especially in tough budget times, making budget decisions clearer, and better focus in faculty meetings. These comments are all appreciated and provide a guideline for what I need to work on going forward. I especially appreciate all my colleagues who took the time to make thoughtful, constructive comments.

I continue my work with the national consortium that supports and promotes *Reacting to the Past*. Serving for a second term to the national board, I continued development of my second game, which focuses on reform movements in the United States during the 1840s. April Lidinsky came on board as a co-author, and we hope to play test a full game sometime in the next year. The goal is publication either with Norton Publishers or the RTTP press. I was also appointed to the implementation committee for a new grant from the Endeavor Foundation, attended the national institute, and continue to recruit faculty throughout the Midwest to use this extremely effective pedagogy.

Additional highlights of my year are listed below.

**Administrative Duties:**

**Academic and Student Affairs:**
- Academic Cabinet
- Deans and Directors
- Chair, Campus Space Committee
- Member, Teacher Education Council
- Enrollment Management Planning Committee
- Appointed to PTR policy workgroup and Curriculum Calendar Development workgroup
- Appointed and began chairing search committee for Dean of the Judd Leighton School of Business and Economics

**CLAS:**

*Chairs’ Council:*
- Organized and chaired 2 meetings per month
- Late summer mini retreat, August 2015
- Fall retreat, October 2015
- Appointed new chairs, met with them and assigned mentors
- New chair training in August 2015
- Conducted chair development and review survey, reviewed results with each chair, spring, 2016

*CLAS Faculty meetings:*
- Organized and chaired 7 meetings
• Worked with taskforce to reorganize college committee structure, presented and passed by the faculty, November 2015
• Online education, student success, the budget, hiring, marketing, advising, and new e-systems were among the topics of discussion
• 22 accounts and changes were discussed and implemented
• New College strategic plan discussed and passed
• Engaged the college in community events including SB 150 and Indigenous World events cosponsored with other universities in SB
• Workshop: Title IX training for faculty

**CLAS Community Advisory Board:**
• Organized and chaired meeting of the CLAS Community Advisory Bd. Focus on development work. Recruited 4 new board members. 13 November 2015

**General duties:**

**Budget**
- Provided budget scenarios and testified at the annual budget hearings, ultimately contributing significant funds to the campus salary pool
- Reviewed departmental budget requests and adjustments
- Coordinated management of enrollments/Doug McMillen
- Revised and refined salary compression relief campaign, increasing the amount set aside to address this issue
- Realigned and worked with science chairs to create a plan for improved distribution of the “San Pietro” funds

**Major Events**
- NSF Reception and annual campaign kick-off event, The Brick, September 2015
- Convened two committees for continuation of Bender Scholars program; selected speaker for fall 2016 and awarded 3rd student Bender scholarship and hosted Scholar in Residence, October 2015
- CLAS Honors Night
- Introductions for Dean's Seminars
- Conducted two information sessions for Dual Credit Teachers at Penn HS and the Elkhart School Corporation, February 2016.

**Personnel**
- Merit salary review—two-year cycle for 130 faculty
- Annual performance reviews for 20 chairs and directors
Tenure and promotion reviews
Sabbatical requests and created budget for backfill
Data collected for faculty search requests processed and prioritized, interviewed new faculty candidates, worked with Affirmative Action in hiring process
Wrote recommendation letters and grant support letters for faculty
Mentored and supervised new Director of Student and Community Engagement and the Civil Rights Heritage Center
Recruited and appointed new General Studies Director plus four new department chairs
Completed faculty hiring before spring break with one exception beyond our control
Participated in and supported shift to e-dossier system, fall 2015
Recommended retiring faculty for emeriti status

Program Supervision
Supervision of the Civil Rights Heritage Center, Center for a Sustainable Future, the American Democracy Project
Worked with the CLAS Advising Center and Monika Lynker, continued improvements in advising systems, service to Criminal Justice, General Studies, Exploratory Students, and Probationary Students
Realigned budget and staff of the Center for a Sustainable Future with the Sustainability Studies major
Began implementing plans for a Publications Commons in CLAS, spring 2016
Wrote MOU to realign personnel and support for the French major, making it more sustainable
Supervised effort to lessen department dependence on recycled computers and reduce the number by about 80 machines overall throughout the college, August 2015
Developed Curriculum Analysis protocol for five-year program self-studies
Participated in three program self-studies, Biology, World Language Studies
Worked with and supported Gretchen Anderson on a number of science initiatives, including new Nano Science program, exploration of pharmacy related programs, new internship opportunities, fund raising, new scholarship possibilities
Worked with the Deans of health sciences and business to lay the groundwork for a joint hire in Health Administration
Worked to move toward program level marketing for Nano Science and Informatics
Completed feasibility study for Hospitality program
▪ Worked with Health Sciences on a number of curriculum initiatives and issues
▪ Conducted review of undergraduate statistics courses across campus
▪ Encouraged use of AdRx, AARs, Maps and Student planners throughout the college
▪ Created first online course development plan
▪ Reviewed Art History MOU with Raclin School of the Arts
▪ Continued to oversee MOUs in World Language Studies

Alumni Activities
▪ Organized alumni dinner at BrewWerks, Jerry Hinnefeld speaker, viewing at the observatory, Alumni Week, April 2016
▪ Attended campus alumni lunch and introduced CLAS Outstanding Alumnus, Mark Royer, April 2016
▪ Modified policy around selection of Outstanding Alums from CLAS to incorporate 2 honored alumni

Other Duties
▪ Updated and coordinated creation of various plans
▪ Support for new TaskStream assessment initiative
▪ Manned fall table at Welcome Week
▪ Oversaw reassignment of space, including temporary allocations of space for 25 staffers needed during the remodel of the Administration Building and creation of space for the Social Work program
▪ First Year Induction Ceremony presentation, August 2015
▪ Bicentennial Campaign Committee, organizational meeting, Alfred Guillaume will chair for CLAS, began work of organizing our effort to dovetail with CLAS priorities and needs
▪ Developed feasibility study protocol for considering new programs
▪ Supported and encouraged development of skill set questionnaire for families of disciplines for job and internship fairs and other purposes
▪ Developed and implemented major space reallocation project to accommodate 26 staff temporarily from the Administration Building, spring 2016
▪ Wrote thank you notes to all donors to foundation accounts in CLAS
▪ “Dean’s Service Award,” Linda Schultz-Heidrich, awarded Spring 2016
▪ Held Dean’s office staff meetings to trouble shoot workflow, work load and other issues in the office
▪ Used Twitter, YouTube CLAS site, and continued broader discussion of the use of social media in the College
▪ Learned about and conducted first formal student grade appeal hearing, spring 2016

**Professional Development:**

▪ Training for Dean's Dashboard, EAB, August 2015
▪ Training for Title IX, September 2015
▪ Training from IU Development Office for deans interested in fund raising, with Jonathan Purvis, November 2015
▪ HLC site visit and report generated, Ohio, February 2016
▪ HLC site visit and report generated, Minnesota, March 2016
▪ Helped organize and attended a Deans of Arts and Science meeting for IU regional campuses, IU Kokomo, December 2015 and April 2016
▪ Seminar on faculty involvement in student success, CRCE, April 2016
▪ Reacting to the Past Annual Institute—Played two games, participated in Board meeting, Chaired, Development Committee, New York City, June 2016
▪ Participated in CLAS deans book discussion group organized by Lee Kahan, summer 2016
▪ Met with consultants with Royall, December 2015
▪ Learned about and developed work plans to avoid nepotism, summer 2016

**Teaching:**


**Publications, Reports, Projects, and Presentations:**


“The Power of Games and Simulations,” flash talk, Bender Joy of Teaching Series, IU South Bend, April 2016

Co-author, two campus reports, Higher Learning Commission Peer Review, spring 2016


Guest game master and presenter, Reacting to the Past workshop, University of Illinois, October 2015

Community and Professional Service:

Memberships: AAUW, League of Women Voters, American Historical Association, CCAS, ACAD, South Bend Rotary

Attended: Lundquist Lecture, Latin American Chamber of Commerce annual dinner, Publication and Associate Faculty Reception, Rotary lunches, South Bend MLK breakfast, SB NAACP Luncheon, Events at the CRHC, Michiana Monologues, Gloria Kaufman lecture, Chancellor’s Medal program, Breakfast with Indiana legislators, WGS Brown Bag Forums, Studebaker Museum events, Chancellor’s Professor Lecture, Honors Reception, Titan Welcome Breakfast, IU Bloomington all university awards celebration, various interviews of candidates for administrative positions, and numerous other events

Board related service:
Secretary elect, SB History Museum
- Participated in accreditation visit
- Member, Humanities Committee
- Academic Leaders Committee
Chair elect, Northern Indiana Red Cross Board
- Member, Volunteer Engagement & Mission Capacity Committees
- Advisor, IUSB Red Cross Club
Member, National Reacting to the Past Consortium, Barnard College
Member, IUSB Civil Rights Heritage Center Advisory Board

Miscellaneous campus/university committees: IU South Bend’s HLC Steering Committee, Blueprint for Student Attainment: Regional Needs Initiatives and Steering Committee, local board of the Purdue Polytechnic Institute initiative, Campus Title IX Compliance

Other Service:
• Attended numerous community dinners and events, e.g. Elkhart NAACP Awards Dinner, Sustainability Reception, Notre Dame Community Leaders Breakfast
• Advisory Board Reception, Center for a Sustainable Future, November 2015
• Member, Teacher Education Council, IU South Bend
• Appointed, Indiana Bicentennial St. Joseph County steering committee, summer 2015-2016
• Attended statewide meeting with the Indiana Humanities Council, October 2015
• Member, steering committee for Indigenous World events planned in cooperation with Notre Dame and other organizations
• Worked recruitment open house—100 students attend-- at the Nat, February 20, 2016
• Testified at United Way on behalf of the Red Cross, March 2016
• Hosted Volunteer Celebration event for Red Cross at the Natatorium, April 2016
• Worked on IUSB activities to support both state bicentennial and SB150
• Trained and participated in League voter registration of 18 year olds
• Mentored FYE teachers in Reacting to the Past sections
• Member, Community Action Group to revive the SB Crawfish Boil to benefit the CRHC
• Worked with representatives from the Mathematical Sciences and Riverbend Math Center to create a structure for mathematics teaching circles that reach out to area k-12 teachers