Themes for the Year:

As the budget settles and enrollments level, we are in a better position to ask: what do we want to do in the future with the resources we have? Our campus strategic plan and the Blueprint 2.0 continue to provide an overarching framework that emphasizes several themes of central importance to CLAS. Foremost are student success, faculty support, and community engagement. The College has diligently worked in all three areas with results that we can be proud of. We need to continue to systematize, improve, be strategic, and track what we are doing. The results need consistent documentation, analysis, and strong feedback loops—open to faculty examination and comment.

At the center of our enterprise is the act of learning. But what does it mean to be a learning-centered institution and how do we maintain our focus? These are the central questions and answering them is an ongoing process for faculty, students, administrators, and staff. A second question that has surfaced this year is one of ownership of the institution. How do we engage, invest, capture a sense of ownership among all constituents of the campus and our community partners? And how do we better tell our stories so that everyone comprehends the important roles we play in the region as educators of the population, creators of knowledge, engines of innovation, and as a place that improves everyone’s overall quality of life?

In many ways, the College has never been more active and vibrant. We have improved our advising systems, focused more on active classroom pedagogy, are supporting first-year students in new ways, reaching out much more effectively and energetically to our community, and are working to support programs with targeted marketing. We have learned how to raise additional funds for student scholarships and undergraduate research while we’ve raised the overall profile of the College and our programs in the community.

While we saw changes in the staffing among the associate deans, at the same time, their new roles solidified, and we made real gains in how we conduct the business of the College. Enrollment management improved significantly, and we met our part-time faculty budget for the first time in several years. We executed our first program-level marketing campaign with early indicators of success in Informatics. Alumni relations continue to build and improve. And we successfully reorganized the CLAS Advising Center to adjust to the resources we have now.

On a parallel track, the revised college committee system began its work in the fall. Curriculum moved through more expeditiously and with better communication lines to the faculty and the dean’s office. Faculty Affairs inventoried awards,
coordinated work on award applications, and settled into its newly created charges under strong leadership. Important policy revisions moved through committees to the College meeting for votes.

The Bender and the Kaufman lectures continue to improve the visibility of the College and the entire campus through effective marketing, corollary activities, and by hosting nationally known scholars. The Bender makes special efforts to involve students and the Kaufman is a model of community engagement—both draw sizable audiences from the public as well as campus constituencies. A fourth issue of *Currents* magazine was planned and will be published fall 2017. We also hosted our second successful Summer Teen Enrichment Program with four classes and thirty students enrolled.

Departments and the dean’s office have become more active than ever in fund raising; experiments abound as we find out what works for us and our supporters. It’s clear that our retired faculty are a critical resource—not only because of their own generous gifts—for which we are very grateful—but also because of their networks among our alumni and in the community. We held our second annual gala, focusing on the social sciences; mailed out our second annual fund flyer; and launched two major proposals. We continue to refine and integrate our marketing and advancement efforts to put forward clear messages about the success of our students and faculty and their importance to the region’s culture, economy, and overall quality of life.

Our three community outreach centers continue to amaze everyone with their busy schedules of events and activities and the quality of their outreach and engagement. The Center for a Sustainable Future also began the background work to design and fundraise for a Sustainability Showcase that will be built in phases just west of the library. They brought bees to campus and started their own Twitter account at IUSBees! The Civil Rights Heritage Center set a new attendance record with over 6,000 visitors, offering events and activities nearly every day of the week with capacity attendance more often than ever before. And the work of our outstanding American Democracy Project has never been more important than it is now. For the first time ever, we have base budgeting to support programming for all three.

We’ve seen an uptick in grant writing in the College. NSF grants continue to be submitted, but we are also more regularly writing and receiving Campus Compact Grants, writing Indiana Humanities grants, and applying for internal IU grants for research, using technology, and course development. Our teaching, research and service work continue to be recognized with awards, both at the campus and all university level, and we are all proud that Professor of Biology Peter Bushnell was named the 2017-18 Chancellor’s Professor.

**Highlighted Accomplishments in CLAS:**
Salaries are always an issue, but this year we improved some staff salaries. IU devised a plan to move all biweekly toward a goal of $15 per hour and began moving us in that direction. Academic Affairs provided additional funds to relieve compression among the senior lecturers. These are all welcome efforts that need to continue over the next several years and add to previous attention given to other faculty ranks.

Our focused campaign to improve student success this year grew out of a reading group among the associate deans and the dean. We read *Influencer* by Joseph Grenny et al. and designed an approach to improve our use of FLAGS. We began by simply asking faculty to go into FLAGS and then provided the specific instructions to do so. A calendar was devised asking faculty to increasingly commit to using it as an early warning system and the dean’s office provided the specific instruction needed. Department chairs regularly reported in their data and shared successes and difficulties at the Council meetings. The result was that by the end of the year, well over 80% of faculty were using FLAGS in some fashion, up from a previous usage of about 20%. We will continue to work toward 100% usage.

During summer 2016, the dean met with associate deans and the college Director of Student Services to begin a comprehensive policy review. Issues were identified, prioritized and assigned to appropriate committees or the Council of Chairs. Proposals went before the faculty at college meetings. We resolved nine significant issues and will continue our review next year. The overall goal is consistency of policy and removal of unnecessary barriers to students. In addition, online learning requires that we review a number of policies.

At college meetings, we shifted from Advising Moments, where tips on working with students in the advising context were regularly offered to the faculty, to Teaching Moments. Faculty were encouraged to share classroom innovations—successes and failures. We held five Teaching Moments over the year and heard about everything from making students more comfortable when learning difficult new skills, to how science might reduce the number of DFWs in large lecture sections. Teaching Moments will continue next year, but we will also be emphasizing teaching discussions at the departmental level.

In fundraising, we raised $138,694 this year. That figure does not include future pledges. A total of 487 donations were received from 227 unique donors. This is a little lower than last year, but partly it’s timing in the fiscal year. Our second annual CLAS gala took place in the fall and focused on the Social Sciences. Alums addressed the crowd at LangLab. We captured their speeches on video and posted them on our YouTube site. Our second annual campaign brochure went out to over 900 alumni. We made a more concerted effort to incorporate “soft asks” at lectures and events. There are lots of projects in the works, and we have some early indications that the coming year will be a good one for CLAS.
We utilized Beth North at Force 5 to design a marketing campaign for Informatics. The campaign emphasized the success of our graduates and overall demand for the degree. We used billboards, radio, and print materials to spread the word. As a result, we had several students apply for Informatics scholarships for the first time, and we saw an uptick in the number of first-time students admitted directly to the program (most Informatics majors start in Computer Science). Work on our program rack cards continued and Associate Dean Kahan directed four work-study students on marketing related to graduate programs that should be ready by next fall.

The online Informatics degree was approved by IU and ICHE. Discussions for several other consortium degrees progressed, including History, various English graduate programs, MLS, General Studies, Mathematics, and Philosophy. Four new courses were funded for online development for IUOCC and we began teaching a few other courses online that will not go into IUOCC for technical reasons. We continue to update our strategic plan and keep the local administration up to date. We made real progress in the number of students served online.

CLAS turned in 13 separate proposals to employ students through the late work-study supplement initiative from Academic Affairs. All received at least some funding, and several departments managed to hire before the holiday break. Students engaged in a wide variety of helpful and exciting projects ranging from web design work, to peer mentoring, to research assistance. At the end of the year, we circulated an evaluative survey and found that chairs felt there were positive outcomes, and there was strong support to continue the program next year.

The dean's office started a college newsletter that went out monthly to campus constituencies and once per semester to alumni lists. We tracked the number of times each letter was opened and found that it was a good supplement to our usual means of communication. We also started a regular open forum called “Thirsty Thursday” and invited faculty and alumni to meet at LangLab the third Thursday of most months for a beverage and conversation. We hope to continue building this event next year.

This year, the Advising Center began a more systematic approach to supporting Exploratory Students as Trish Miller took the lead on designing a more coherent and robust program specific to these students. We now have showcase events, a newsletter, frequent tabling, and other opportunities for Exploratory Students from across the campus.

In curricular matters, CLAS offers nearly all of the FYS sections for first-time regularly admitted students. Betsy Lucal’s continued leadership of FYS means that we will improve this class every year to meet the needs of those students and improve student success. Since the Academic Masterplan was published, we have added a BA in Sustainability Studies, an interdisciplinary nanoscience program, and
a Mathematics BS. We conducted feasibility studies for two other proposals this year.

Faculty in the college continue to make significant contributions and win awards across campus and the larger university. Gwynn Mettetal, who has a joint appointment in CLAS, was the fourth Chancellor’s Professor and April Lidinsky won the all IU Frederic Bachman Lieber Award for excellence in teaching. In addition, two faculty were added to FACET this year: Jamie Smith and Kathy Ritchie. Jay VanderVeen and Krista Bailey were among the first Mosaic Faculty Fellows, a new competitive program across the regional campuses where faculty utilize active-learning practices, meet with and learn from other Mosaic Fellows.

For her civic engagement leadership, Elizabeth Bennion received the national AASCU Barbara Burch Award for Faculty Leadership in Civic Engagement. Scott Sernau won the campus Distinguished Research Award, and April Lidinsky joined the ranks of Lundquist professors. Carolyn Schult received the student-selected IU South Bend Legacy Award. 10 CLAS faculty received Trustee’s Teaching Awards this year.

Two faculty merit mention for their specific achievements in research this year. Professor Ilan Levine has long contributed to the work of the Solar Neutrino Observatory (SNO) collaboration for which Arthur McDonald, as the SNO spokesperson, was jointly awarded the 2015 Nobel Prize in Physics. In 2016, this work was also awarded the Breakthrough Prize in Physics, and Prof. Levine was a named recipient for this prestigious honor. See the news release at https://www.iusb.edu/news/. Biologist Peter Bushnell similarly achieved outstanding success as part of a team that published a groundbreaking article on Greenland sharks in *Science*. The team achieved science celebrity status with mentions in the press from around the world that included *The Guardian, Popular Mechanics, New York Times, LA Times, Wall Street Journal, Washington Post*, and interviews with National Public Radio and the Weather Channel.

Our new totals for awards in recent years are:

- 24 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
- 83 recipients of the Trustees’ Teaching Award
- 9 Lundquist Faculty Fellows
- 3 Fulbright Teaching Scholars
CLAS faculty lead the campus Honors Program (Neovi Karakatsanis) and International Program (Lisa Zwicker)—both programs continue to grow and have become very important elements for student engagement across campus. The college provided support staff for both areas.

CLAS faculty, with the support of the college, worked through the last year of a 2020 grant focusing on effective management of internships across the college, and interest in internships continues to rise. Associate Dean Kahan continued to work with them as we begin to plan for institutionalizing internships in the College more effectively. CLAS faculty continued the Reimagining the First Year project, led by Kyoko Takanashi from the Department of English. Philosopher Lyle Zynda is still in charge of the multi-year review assigned to the General Education Taskforce, and CLAS faculty continue to play important roles on the Senate Executive Committee under Senate President and English faculty Ken Smith.

The Associate Deans, biweekly staff, and chairs in CLAS get the nitty gritty administrative chores of the College done, providing excellent support for the overall learning experience. The Council of Chairs met regularly, initiated and completed projects, formed ad hoc committees, deliberated on policy, and thought through and implemented many plans. Lee Kahan, Dave Surma, and Doug McMillen, and in the spring Jerry Hinnefeld, attended to the new committee structure, made sure we met budget and enrollment goals, ran the CLAS Advising Center, oversaw and hired staff, initiated marketing and development projects—all the while taking care of students in their own classrooms as well as those who walked into the dean’s office. Without their dedication and expertise, the College would not be able to accomplish many of our goals, and departments would be further burdened with administrative work.

Planning:
CLAS maintains 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. We’ve been tracking our progress throughout.

We prepared for the FY2018 budget hearings, happy that there was no need to propose cuts. We requested additional funds for hiring student workers in several areas, base funding for accreditation fees, additional funding for the Civil Rights Heritage Center, and much needed laboratory supply funds for Chemistry and Biochemistry. Our largest single request, however, was to restore funds for faculty professional development and travel and to provide for an assistant director in the CRHC.

We requested a total of nine faculty positions for searches during 2017-18. Six were funded. We will be searching for temporary or full-time faculty in Criminal Justice,
Mathematics, Psychology, and Chemistry. Multiple positions in Criminal Justice have provided an opportunity to focus and re-staff that program, but the lack of experienced faculty will continue to be a challenge for years to come. A clinical Psychology position will be difficult to fill, but we are hopeful that additional salary dollars will help.

**The Dean’s Activities:**

Having completed my seventh year at IU as a dean, I have learned to balance my expectations and plans with what is actually possible at this particular university. I continue to be ambitious for myself and the College overall and have become more adept at planning and implementation at several levels. I felt that our CLAS administrator reading group in the summer was helpful in focusing us on what we could accomplish around student success. As a result, we designed and successfully implemented a campaign around the use of our early warning system. Plus, I became more determined to complete some personal development tasks over the next two years.

I once again continued my work with the Reacting Consortium on the national board and was especially active with a new Endeavor Foundation grant that we received. I was on the implementation committee that vetted applications and served as a coach for two universities, hoping to increase use of the Reacting pedagogy among their faculty and students. Having seen the process from the inside and in detail, I wrote a proposal for consideration by Vice President Applegate’s office and received funding to support IU Endeavor teams in an effort to increase the use of Reacting throughout the university, including the core campuses and the regionals. That project will get underway in fall 2017. I continued to develop a game around the Seneca Falls women’s rights convention of 1848 and reform in early America, along with April Lidinsky. Our development team now includes Carolyn Schult who will help us make sure the gaming aspect is up to par.

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

**CLAS:**

*Chairs’ Council:*
- Organized and chaired 2 meetings per month
Late summer mini retreat for chairs: major topics included a planning and visioning exercise plus a look at available data in IU systems, August 2016
- Fall retreat for chairs, October 2016
- Appointed new chairs, met with them and assigned mentors
- New chair training in August 2016
- Conducted chair development and review survey, reviewed results with each chair, summer 2017

CLAS Faculty meetings:
- Organized and chaired 7 meetings
- Proposed academic policy changes and took action on 9 policies
- Online education, student success, the budget, hiring, marketing, advising, and new e-systems were among the topics of discussion
- Continued implementation of action items in College strategic plan and reported results spring 2017

CLAS Community Advisory Board:
- The CLAS Community Advisory Board was in hiatus for the year—attended workshop on fund-raising and board development in summer 2017 and will propose changes to the board and how it works during academic year 2017-18

General duties:
  Budget
- Testified at the annual budget hearings, making several proposals gathered from departments and centers for spending around student success and faculty development. Key items were funding for student workers and restoration of faculty travel funds, plus additional funding for assistant director of CRHC
- Reviewed departmental budget requests and adjustments
- Coordinated management of enrollments. Doug McMillen and Jerry Hinnefeld led the effort resulting in meeting our adjunct budget for the first time since it was centralized in the dean’s office
- Supported science chairs as they revised their plan for improved distribution of the “San Pietro” funds

Major Events
- Social Sciences Reception and annual campaign kick-off event, LangLab, October 2016
• Convened two committees for continuation of Bender Scholars program; selected speaker for fall 2017 and awarded 4th student Bender scholarship
• Hosted 4th annual Bender Scholar in Residence, Thomas Frank, October 2016
• CLAS Honors Night
• Introductions for Dean’s Seminars

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 proposed budget for backfill
• Collected data 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 Director of Student and Community Engagement and the Civil Rights Heritage Center and Director of the Center for a Sustainable Future
• Recruited and appointed new department chairs
• Mentored two interim Associate Deans
• Completed faculty hiring in a timely fashion
• Recommended retiring faculty for emeriti status

Program Supervision
• Supervised the Civil Rights Heritage Center, Center for a Sustainable Future, the American Democracy Project
• Worked with the CLAS Advising Center and Dave Surma (interim Associate Dean) to initiate continued improvements in advising systems and service to Criminal Justice, General Studies, Exploratory Students, and Probationary Students
• Continued implementing plans for a Publications Commons in CLAS, including a major fund-raising proposal that went to Bloomington
• Implemented MOU to realign personnel and support for the French major, making it more sustainable
• Reduced reliance on recycled computers, reducing the number by about 80 machines overall throughout the college
• Implemented Curriculum Analysis protocol for five-year program self-studies
• Participated in program self-studies, Philosophy
• Worked with and supported Gretchen Anderson on a number of science initiatives, including a new nanoscience program,
exploration of medicinal chemistry, new internship opportunities, fund raising, scholarship possibilities

- Implemented a joint hire in Health Administration with the School of Business and Economics and the College of Health Sciences
- Secured funding for program level marketing for Nano Science and Informatics
- Worked with Force 5, a local marketing firm in an effort headed by Associate Dean Lee Kahan, to design a marketing campaign for Informatics that was successfully implemented during the spring recruiting season. Results included several applicants for a scholarship and additional direct admits to Informatics for fall
- Worked with Health Sciences on a number of curriculum initiatives and issues
- Encouraged use of AdRx, AARs, Maps and Student planners throughout the college
- Updated online course development plan
- Oversaw Art History MOU with Raclin School of the Arts
- Continued to oversee MOUs in World Language Studies

Alumni Activities

- Implemented “Thirsty Thursdays” at LangLab for alumni and faculty, a monthly event
- Attended campus alumni lunch and introduced CLAS Outstanding Alumna, April 2017
- Continued to respond to and implement modified policies around selection of Outstanding Alums from CLAS to incorporate 2 honored alumni

Other Duties

- Conducted Dean of Leighton School of Business and Economics search with successful hire beginning in January 2017
- Implemented new committee structure in CLAS
- Organized and carried out first annual review of academic policies in CLAS, addressing 9 separate policy issues successfully through appropriate faculty governance structures
- Impaneled first Student Complaint Board for CLAS
- Updated and coordinated creation of various plans
- Supported TaskStream assessment work
- Wrote narrative and submitted a plan to remodel CLAS Advising Center, October 2016
- Manned fall table at Welcome Week
Oversaw reassignment of space, including temporary space for 25 staffers needed during the remodel of the Administration Building and creation of space for the Social Work program

- Attended First Year Induction Ceremony, August 2016
- Bicentennial Campaign Committee
- IU South Bend Jubilee Year Celebration Committee
- Supported and encouraged development of skill set questionnaire for families of disciplines for job and internship fairs and other purposes, to be published fall 2017
- Wrote thank you notes to all donors to foundation accounts in CLAS
- Assigned “Dean’s Service Award” to new CLAS Faculty Affairs Committee for redevelopment
- 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

Professional Development:

- HLC site visit and report generated
- Helped organize and create agenda for and attended a Deans of Arts and Science meeting for IU regional campuses, IU Kokomo, fall and spring
- *Reacting to the Past* Institutes—Game mastered, coached two Endeavor Teams, participated in Board meetings, member of Endeavor Implementation Team, Chaired the Development Committee, Athens, Georgia, January, and New York City, June 2017
- Led a taskforce and completed work on Controversial Issues in *Reacting to the Past*, main author and editor of 3 key documents, boilerplate for all student Reacting game books, detailed guidelines for game authors seeking publication, construction of FAQ for Reacting website and Facebook page
- Participated in a back porch reading group organized by Lee Kahan, read and discussed Joseph Grenny et al. *Influencer*, designed and implemented first phase of a retention initiative, 2016-17
- Title IX training October 2016 and panel volunteer, 2015 to present

Teaching:

Wrote proposal for IU-wide adoption of Reacting pedagogy, submitted for Endeavor Foundation funding with IU match, spring 2017

Publications, Reports, Projects, and Presentations:


Co-presenter with Ken Smith and Lee Kahan, “Telling Your Story in the Noisy Marketplace,” ACAD session at AAC&U annual meeting, January 2017

Co-presenter with colleagues from Southern New Hampshire, Grand Valley State, and Simpson College, “So You Think You Want to be a College President?” a role-play opportunity and preconference workshop, AAC&U annual meeting, January 2017

Co-presenter with Reacting colleagues, “The Real Hunger Games via Reacting to the Past,” AAC&Y annual meeting, January 2017

Developed with Lee Kahan a day-long chair development workshop using the CCAS framework for Western Michigan University, June 2017

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

Accepted with Carolyn Schult and April Lidinsky, Students in Transition Conference, “An Assessment of Reacting at IU South Bend,” New Orleans, October 2016 (presented but I could not attend)

Community and Professional Service:

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

Attended: Lundquist Lecture, 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, WGS Brown Bag Forums, Studebaker Museum events, Chancellor's Professor Lecture, Honors Reception, Titan Welcome Breakfast, various interviews of candidates for administrative positions, and numerous other events. Arranged to have Darryl Heller address the South Bend Rotary and provided an introduction

Board related service:
Secretary, SB History Museum
Member, Humanities Committee
Academic Leaders Committee
Annual Dinner Committee
Chair, 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, local board of the Purdue Polytechnic Institute initiative, Campus Title IX Compliance

**Other Service:**
- Introduction of Darryl Heller at the MLK breakfast in South Bend, January 2017
- Attended numerous community dinners and events, e.g. Sustainability Reception, Notre Dame Community Leaders Breakfast
- Member, Teacher Education Council, IU South Bend
- Attended PTR Summit and presented on writing strong PTR letters at the dean’s level, August 2016
- Attended statewide meeting with the Indiana Humanities Council
- Worked recruitment open house—100 students attend— at the Nat,
- Testified at United Way on behalf of the Red Cross, March 2017
- Attended Volunteer Celebration event for Red Cross, April 2017
- Mentored FYE teachers in *Reacting to the Past* sections
- Member, Community Action Group to revive the SB Crawfish Boil to benefit the CRHC