Highlights:

My fourth year as Dean of CLAS included our first campus budget hearings since I’ve been on the campus, further incubation of the First Year Experience/First Year Seminar for the campus, fully staffing the Advising Center for the first time since its inception over a decade ago, developing contributions to the new Academic Master Plan, furthering our work with the new college advisory board, and a number of other initiatives outlined below.

It was a challenging year due to budget issues, but the college continues to be a key innovator on campus, and we ended very well with the amazing story of four National Science Foundation awards for undergraduates beginning their graduate studies. Strong teaching in the sciences continues to be a hallmark of the college but I want to emphasize that 3 of these students are also the product of our outstanding general education curriculum as well.

In addition, the College continues to contribute heavily to campus-wide work. CLAS faculty served this year as senate president, directed the Honors Program and International Studies (administrative support for both of these is located in the College as well), chaired several campus committees, conducted a study of the navigation issues in the Bulletin, and began a qualitative study of what students need to succeed.

This year we focused intently on student retention and persistence. College meetings included some component of this discussion each session, and we frequently touched on the topic at Chairs’ Council meetings. We agreed, that among other things, it was helpful for classroom instructors to remind students on their syllabi and in class of timely advising deadlines. Classroom instructors were also encouraged to reinforce various elements of the advising learning outcomes developed in the College the previous year. I sent emails to all faculty reminding them to follow through in a timely fashion. We feel this effort contributed to the increased retention and persistence rates that we are now experiencing. We will continue this focus and hope to embed such practices into the teaching culture of the College.

It was a big year for program reviews. When I arrived we had several departments that had fallen behind schedule. With the six outside review visits this year, we have only two remaining departments off-cycle, and I expect them to catch up soon.

In the spring, we conducted our first Delaware-type study for many years. We found that the College student to faculty ratio was 16/1—above the campus average. No
department fell below the campus average. Staffing levels returned to the same approximate numbers as those we saw before the enrollment surge. We also updated our chair workload study and found no significant changes since 2012.

As part of the overall budget process, I constructed a budget with a cut of $530,000, and my office conducted an analysis of potential unused teaching capacity that can be used next year. We closely traced and provided rationales as requested for course caps and enrollments, re-evaluated reassigned time, and managed more closely the use of adjuncts in order to meet our budget goals.

We published the second issue of *Currents*, making great strides in the visual identity and overall look of the magazine. We faced tremendous challenges in the design phase—we found ourselves working with a new designer who was part time and had other assignments to tend to as well. I hope we can rectify this situation soon. The lack of resources in marketing has repeatedly delayed our own efforts or forced to rely on our own devices.

My work and accomplishments are outlined below, but among the key elements were continued involvement with HLC and the accrediting process. Although I enjoy my work as a peer reviewer, it takes up a fair amount of time and seems to me worthwhile mainly for what I learn that relates our own accreditation work.

I continue my work with the Barnard College based consortium, *Reacting to the Past*. Reelected for a second term to the national board, I also began planning to write my second game that will focus on reform movements in the United States during the 1840s. I’ve assembled a work team and began creating the necessary materials, reading secondary sources, and sorting out the structure of the game. RTTP has a rigorous protocol for game development and most games take about 2-3 years to fully mature. I eventually expect to publish either with Norton Press or under the RTTP imprint.

I wish to note that CLAS is extraordinarily well served by the staff in the dean’s office, the support staff in the departments, and the associate deans. All of these individuals contribute to the running of the College, support for students, our external relationships, and just the everyday overall pleasant atmosphere in CLAS in ways that often go unnoticed. I feel lucky every day that these are the people who support me, the faculty, and the students.

Finally, I wish to note the particularly strong Council of Chairs in CLAS. These part time administrators accomplish an extraordinary amount of work and with little complaint. For the first time in many years we also conducted a chairs’ survey for their professional development that confirmed the strength of that group and the esteem of their colleagues while we also identified opportunities for professional development.

Please see further details about my own work for the year below.
Key plans and initiatives for 2014-15

At the last College meeting of spring 2014, I announced that the next academic year will be the “year of the curriculum.” I hope to begin faculty thinking in two directions. First, where can we encourage cross-fertilization? Are we duplicating learning outcomes in related programs because we’ve constructed majors entirely within a discipline? Can we be more thoughtful about advising students into minors that will empower them after graduation? And second, where do we have thickets in the curriculum—either structurally or in the density of offerings? Can we simplify the student pathway through majors, minors and General Education while still delivering all the learning outcomes promised?

In the deans office and by working with the CLAS Chairs’ Council, I hope also to advance the interests of the College and our students through an emphasis on building relationships in the community that will improve our fund raising and through improved marketing of our programs.

Below is a list of specific activities and projects undertaken this year.

Administrative Duties:

**Academic and Student Affairs:**

- Academic Cabinet
- Deans and Directors
- Chair, Campus Space Committee

**CLAS:**

*Chairs’ Council:

- Organized and chaired 2 meetings per month
- Late summer mini retreat, key topics included the Centers and graduate programming
- Fall retreat, Planning workshop for 2013-14
  - Planning items included:
    - First Year Experience
    - AARs and Program Maps
    - Improving Student Success
    - Program planning
    - Use of 22 and 23 accounts
- Appointed new chairs, met with them and assigned mentors
- Supported new chairs to attend training w/CCAS
**CLAS Faculty meetings:**
Organized and chaired 6 meetings
FYE and Advising were frequent topics of discussion

**CLAS Community Advisory Board:**
Organized and led fall board meeting, focus on science with a tour of the observatory, greenhouse, and chemistry labs, December 2013
Lunch with Larry LaTarte and science chairs, February 2014
Organized and led spring board meeting, focus on fundraising and the Academic Master Plan, plus the Civil Rights Heritage Center included bus tour of the African American Landmarks Trail and Natatorium, May 2014

**General duties:**
Organized two committees for continuation of Bender Scholars program and selected speaker for fall 2014 (Ellen Goodman) and awarded first student Benders’ scholarship enacted fall 2014
Organized and supported proposals for the new Academic Master Plan and participated in relevant activities surrounding that effort
CLAS Honors Night
Introductions for Dean’s Seminars
Continued planning and supervision of FYE pilot and supervised handoff to Academic Affairs
Mentored new Dean of the School of Education
Merit salary review—2 year cycle for 135 faculty
Annual performance reviews for chairs and directors
Tenure and promotion reviews
Budget requests and adjustments
Sabbatical requests and budget for backfill
Faculty search requests processed, interviewed new faculty candidates, worked with Affirmative Action in hiring process
Advance College Project supervision
Supervision of the Civil Rights Heritage Center, Center for a Sustainable Future, the American Democracy Project
Academic Majors Fair, New Student Orientation
Worked on final reorganization of Advising Center with Monika Lynker, including the hire of new advisors, raising the profile of the Center, incorporating faculty from Business and the library into the Exploratory Program, new signage, more proactive calling of students, addition of advising peers, encouragement of faculty to be more proactive in advising, use of FLAGS and AdRx.
Participated in statewide meetings to discuss Informatics Online as part of the IU online initiatives
Published handbill outlining what it means to be a Teacher/Scholar in CLAS as agreed to by the faculty
Sponsored Monika Lynker to attend the HERS Institute
Supported and reviewed five academic program self-studies w/ outside reviewers-- Psychology, Mathematics, Chemistry, WGS, General Studies
Hired outside consultant, Dr. Paul Baker, to review the Civil Rights Heritage Center, organized his itinerary, established outcomes, sent out surveys, December 2013
Realigned budgets and re-staffed both General Studies and the Center for a Sustainable Future
Continued support for Weave Online initiative
Presented to Raclin School of the Arts on Weave OnLine, AARs, and HLC
Worked to upgrade select biweekly positions in CLAS and provide stronger professional development
Revised and achieved broad consensus on merit pay rubric
Began new project to standardize departmental websites and create plan for “Why Study X” project
Fully implemented planning rubric for all departments to use
Realigned budgets in college and departments to better support travel, fall 2013
Moved all college faculty to electronic annual reports
Continued tracking spreadsheet for visiting hires
Worked w/ graduate program directors re. Noel-Levitz project
Wrote numerous recommendation letters and grant support letters for faculty
Developed short-term space reallocation plan, July 2013
Wrote case study and led discussion for PTR summit, UCET, Fall 2013
Wrote thank you notes to all donors to foundation accounts in CLAS
Continued to oversee MOUs in World Language Studies
Settled Art History program into CLAS with complete conversion of curriculum and minor
Supported a successful application for a new chapter of Pi Mu Epsilon—Math honorary—on campus, November 2013
Supported a grant application to AAC&U from Gail McGuire and Elizabeth Bennion for a “Bringing Theory to Practice” grant related to internships, December 2013
Established “Dean’s Service Award” to be handed out annually, Monika Lynker and Christine Cheimlewski awarded Spring 2014
Supported two studies to understand better how to improve student success—Zach Schrank conducted focus groups on the navigation of the e-Bulletin with Monika Lynker coordinating in CLAS and Gail McGuire collected information about how and why students succeed or fail to persist at IUSB. Her students presented the information on campus in a conference setting in May 2014.
Provided the orientation for Social Science and Humanities students and a session for parents with Linda Chin at the NSO, June 2014.

**Professional Development:**

- Higher Learning Commission site visit, Florida, October 2013
- Higher Learning Commission site visit, Illinois, April 2014
- Hosted and supervised regional *Reacting to the Past* pedagogy conference for faculty from 8 schools in Illinois, Indiana and Missouri, IUSB, October 2013
- Organized and hosted first annual Bender Scholar in Residence event, October 2013
- Participated in discussion at Indiana Humanities Commission, “Humanities at the Crossroads,” October 30, 2013
- Attended AAC&U in Washington DC, January 2014
- Higher Learning Commission Peer Training and annual conference, Chicago, April 2014
- Reacting to the Past Annual Institute—Played 2nd Crusade game, participated in Board meeting, named Chair of Development Committee, New York City, June 2014

**Publications, Reports, Grants, Reviews, and Presentations:**

- Authored campus report, Higher Learning Commission Peer Review, September 2013
- Coauthored campus report, Higher Learning Commission Peer Review, April 2014
- Authored RFP for Reacting to the Past Consortium new marketing materials and image, February 2014
- Co-presented, “Creating Engaging Learning Environments on Campus through Role Playing Games,” HLC Annual Meeting, April 2014
- Authored interim report and plan for Civil Rights Heritage Center, March 2014

**Community and Professional Service:**

Attended: Business Expo, South Bend MLK breakfast, YWCA lunch honoring Woman of the Year, Trailblazers, Michiana Monologues, Gloria Kaufman lecture, Chancellor’s Medal program, Honors Reception

Board Related service: Center for History, St. Joseph County Red Cross (elected to a new term and as vice chair), national Reacting to the Past Consortium, IUSB Civil Rights Heritage Center events, South Bend Community Hall of Fame Banquet

Miscellaneous campus/university committees: Blueprint for Student Attainment: Regional Needs Initiatives and Steering Committee, Campus Campaign Committee (University Development), AA Scheduling Grid Committee, Campus Summer Bridge Pilot Program Committee, IU Flags Implementation Committee, local board of the Purdue Polytechnic Institute initiative, June 2014

Other Service:

Served, Campus Visit Committee, supported by the South Bend Community School Corporation, our first group of 8th graders from Jefferson Intermediate Center visited March 2013

Spoke at New Student Induction Ceremony, Campus Culture and Academic Regalia, August 2013

Trained and participated in League voter registration of 18 year olds, fall 2013

Provided historical reading for League of Women Voters “Friend Raiser” event, September 2013

Mentored FYE teachers in Reacting to the Past sections

Mentored Associate Dean Lesley Walker as she worked to develop the skills and experience to apply for dean positions

Visited Jennifer Colaneses’ Inside-Out program August 2013

Participated in the Howard Zinn National Read Out, IU South Bend, November 2013

Visited first year Honors class to discuss the Liberal Arts, Fall 2013

Supported and participated in the Scholarship Reception, November 2013

Member, Humanities Committee and Indiana Bicentennial Committee at the SB Center for History

Met with African American church leaders in SB, January 2014

Met with principal and then guidance counselors at Adams HS, February 2014

Appointed to the SB 150 Community Outreach Committee, May 2014