Highlights:

During my fifth year as Dean of CLAS, the College improved its use of FLAGS and posted curriculum maps in all areas. In a collective effort, we improved the use of WEAVE OnLine, worked through significant issues around online registration in ACP, and finished a project to standardize navigation on our departmental landing pages, the only unit on campus to do so. In addition, we redefined the position description of Associate Dean Doug McMillen so that he could focus his efforts more clearly on enrollment management. The full impact of this reorganization will become more evident over the next few semesters.

We are especially proud of the first “Why Study” videos to support recruiting in every department of CLAS. That project will be completed by early fall 2015. We had a second very successful Bender Scholar in Residence event followed closely by the ever-popular Gloria Kaufman Memorial lecture. Next year, these events will be part of a more intentional fund-raising campaign.

The College continues to contribute heavily to leadership for campus-wide work. CLAS faculty Mike Keen was the inaugural Chancellor’s Professor and we found out in the spring that physicist Jerry Hinnefeld would be the second. This honor is a testament to the strong faculty culture in CLAS where many individuals strive and succeed in teaching, research and service. Drs. Hinnefeld and Keen are part of a long tradition in CLAS exemplified by the following list of awards received in the last ten years.

- 19 All-University Teaching Awards (including the Herman Frederic Lieber Award, the President’s Award, Chancellor’s Professor, and the Sylvia Bowman Award)
- 9 IUSB Distinguished Teaching Awards
- 18 members of FACET
- 63 recipients of the Trustees’ Teaching Award
- 7 Lundquist Faculty Fellows
- 3 Fulbright Teaching Scholars

CLAS faculty have also led both the campus Honors Program and International Programs—both showing great success with significant growth and increasingly higher profiles for both as well as additional programming in each area. The College provides support staff for both areas.
CLAS faculty, with the support of the College, obtained a Campus Compact grant and are conducting a study of how we construct and manage internships across the unit—a response to a rise in the number of students seeking and departments offering opportunities for students to apply their knowledge. CLAS faculty also led the campus in offering our inaugural First Year Seminars, a key element to support building a more comprehensive First Year Experience.

We prepared for our second round of budget hearings, cut the College faculty by five positions, and managed the Civil Rights Heritage Center though we had no director. Visiting positions normally funded were also cut in response to a decline in credit hour production. The decline appears to be a combination of students bringing in more dual credits, taking online courses elsewhere in the IU system (too often from adjuncts, thus cutting the loads of full time faculty), and two small cohorts in the pipeline after two record graduating classes.

We conducted our second Delaware-type study in the spring. We found we were up slightly from 16.3/1 last year to 16.6/1 this year. These numbers are at some variance to those produced by IR. Last year this variation was accounted for, though not reconciled, and results mostly from the fact that CLAS understands the curriculum and how it's delivered at a deeper level than IR. Nonetheless, the numbers are moving in a parallel fashion in each study.

Going forward, the College created and approved its first strategic plan in many years. The focus is on student retention and more efficient delivery of the curriculum. But we also worked on marketing and development goals. With the help of Lee Streby, we wrote our first ever set of fund-raising priorities and will begin to pursue those actively next year.

It has become increasingly evident that the IU online initiative is significantly affecting our credit hour production in some areas. My office supported two workshops designed to relieve faculty anxiety around online learning and to provide encouragement for those thinking of applying for a grant to construct an online course. A healthy number of proposals were submitted. We expect more movement into online learning next year.

CLAS continues to focus on student retention and persistence. College and Chairs’ Council meetings provided opportunities to plan and discuss around this topic and we continued our efforts from last year to remind students regularly about advising deadlines, the use of FLAGS and other advising tools.

In the spring we began planning our first ever annual gift campaign. It will consist of several elements in the fall 2015, including a reception for our nine previous NSF student recipients, the Bender Scholar in Residence event, a fund-raising mailer and phone call follow-up, and the mailing of the third issue of Currents. We also hope to have a more consistent fund-raising element attached to the many events that occur in the College each year. This year, Dr. Hinnefeld, along with Dr. Gretchen Anderson,
will be organizing a whole year of events around science that will also be wrapped into the College’s first efforts to engage in systematic development and alumni relations. Since CLAS has by far the largest number of alumni for the campus, it is important that we engage in a more systematic effort to stay in touch and keep them attached to the success of IU South Bend.

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. I play-tested a portion of the game in H 260 in the fall. 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.

CLAS continues to be 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 stepped up to an extraordinary degree in trying circumstances this year as we were understaffed and working through challenging budget conditions. We are truly blessed with a hard-working staff that supports the faculty in every way that they can and attends to the needs of students, often well beyond the call of duty.

The Council of Chairs in CLAS is the central working body of the College. I rely on them for advice and council, but they also serve as one of the key elements of faculty governance in the College. They often perform work unseen by their colleagues, hash out policy and plans before we take them to the College faculty, and they frequently form ad hoc committees to accomplish larger projects. Although they are part time administrators, many of them put in far more hours than their .25 assignments, and they do it to serve students and their colleagues.

The highlights of my own year are listed below.

**Key plans and initiatives for 2015-16**

- Focus on the goals outlined in our new strategic plan
- Tighten enrollment management and make it more routine for chairs and departments
- Carry out “The Year of Science” theme
- Have all departments on-time for their self-studies
- Examine some niches in the curriculum—especially lower division mathematics and statistics, the entire humanities curriculum, and online courses throughout
- More focus on student and community engagement
- More focus on development and fundraising plus effective marketing of programs
- Jump start the Publication Center
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
- Participated in two workshops around campus space utilization
- Participated in Elkhart Center utilization planning
- Member, Teacher Education Council

**CLAS:**

**Chairs’ Council:***

- Organized and chaired 2 meetings per month
- Late summer mini retreat, key topics included planning, online learning, and student success
- Fall retreat, Planning workshop for 2014-15
  - Key item was Student Retention efforts
  - Others:
    - Online Education
    - Assessment
    - Marketing and Recruiting
    - PTR Guidelines
    - Curricular Policy Issues
    - Spending research accounts
- Appointed new chairs, met with them and assigned mentors
- New chair training in August
- Supported new chairs to attend training w/CCAS
- Organized and ran two summer workgroups: Merit pay policy and Committee reorganization

**CLAS Faculty meetings:**

- Organized and chaired 7 meetings
- 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 led fall board meeting, focus on International Programs with Lisa Zwicker and students, discussion of marketing and development for CLAS, November 2014
Organized and led spring board meeting, focus on Sustainability with Mike Keen and students, fundraising and fall campaign events and brochure, April 2015

**General duties:**

**Budget**
- Provided budget reduction scenarios and testified at the annual budget hearings
- Reviewed departmental budget requests and adjustments
- Realigned Bi-weekly staff duties to accommodate one less line in the College
- With our first hire in the bench sciences in several years, I worked to find substantial start-up funds in a very challenging environment—this position is key to plans for new programs in the Department of Chemistry
- Realigned budgets in college and departments to support travel in light of significant budget cuts
- Realigned and worked with science chairs to create a plan for improved distribution of the “San Pietro” funds

**Major Events**
- Convened two committees for continuation of Bender Scholars program; selected speaker for fall 2015 and awarded 2nd student Bender scholarship
- CLAS Honors Night
- Introductions for Dean’s Seminars
- Provided the orientation for Social Science and Humanities students and a session for parents with Linda Chin at the NSO, July 2015

**Personnel**
- Merit salary review—2 year cycle for 135 faculty
- Annual performance reviews for chairs and directors
- Tenure and promotion reviews
- Sabbatical requests and budget for backfill
- Faculty search requests processed, interviewed new faculty candidates, worked with Affirmative Action in hiring process
- Wrote recommendation letters and grant support letters for faculty
- Planned transition for personnel from ACP to the CLAS Advising Center, Spring 2015
- Recruited and appointed new General Studies Director plus four new department chairs
- Completed faculty hiring for fall 15 before spring break

**Program Supervision**

- Advance College Project 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, triage of recorder’s position, raising the profile of the Center, incorporating faculty from Business and the library into the Exploratory Program, additional gains on remodeling the Center area, systematic calling of students, use of advising peers, encouragement of faculty to be more proactive in advising, use of FLAGS and AdRx.
- Realigned budgets and re-staffed both General Studies and the Center for a Sustainable Future with its new Sustainability Studies major
- Reviewed Art History MOU with Raclin School of the Arts
- Continued to oversee MOUs in World Language Studies
- Coordinated creation of Business minors designed specifically for CLAS majors and remove significant barriers—w/ Beth Kern taking the lead in the Leighton School, ready for Fall 2015
- Created cost center and established Sustainability Studies as a program independent of SOCA
- Engaged in discussions around Health Care Management and the MPA program across academic units

**Other Duties**

- Continued support for Weave Online initiative
- Worked to upgrade select biweekly positions in CLAS and provide stronger professional development
- Began work on the “Why Study X” video project
- Developed and implemented major space reallocation project to accommodate Social Work in DW, spring and early summer 2015
- Met with Kelly Reed from the IU Design Office to discuss redesign of Advising Center space in DW
- Wrote thank you notes to all donors to foundation accounts in CLAS
- Met with Dean Carl Marfurt at the IU School of Medicine to discuss connections and opportunities for our students, November 2014
- Supported a grant application to Campus Campact
- "Dean's Service Award," Mary Nurenburg, awarded Spring 2015
- Curriculum maps corrected and approved, fall 2014
- Began regular Dean’s office staff meetings to trouble shoot workflow, work load and other issues in the office
- Began using Twitter, established YouTube CLAS site, and initiated broader discussion of the use of social media in the College, Fall 2014
- Organized nominations of 3 faculty members for the CASE Professor of the Year awards—this campus has not participated in several years
- Oversaw management of Engman Natatorium in the absence of a Director

**Professional Development:**

- HLC solo site visit and report, Kaplan University, Indianapolis, December 2014
- Organized and hosted 2nd annual Bender Scholar in Residence event, October 2014
- Attended and participated in two half day workshops, “Marketing the Liberal Arts” and “Development and the Liberal Arts” at CCAS, November 2014
- Attended AAC&U in Washington DC, January 2015
- Higher Learning Commission Peer Training and annual conference, Chicago, April 2015
- Reacting to the Past Annual Institute—Played one game, game-mastered Darwin game, participated in Board meeting, Chaired, Development Committee, New York City, June 2015
- People Admin training for hiring faculty, September 2014
- Met with Barbara Walvoord for assessment, September 2014
- E-dossier training, May 2015

**Teaching:**

Taught H260, Women in U.S. History, for Monica Tetzlaff who received a Fulbright Fellowship—set up as a Reacting class, fall 2014

I met with various students regularly throughout the course of the semester and significantly redesigned this course to support engaged and active learning, early and thorough feedback, and to create a significant emphasis on acquisition of academic skills focusing on public speaking, deep reading, and clarity in writing. Much of this effort is the culmination of my many years of experience in the classroom, expertise in faculty professional development, and knowledge of first generation students. It was fun to see it pay off but frustrating to find that I was losing a few students for reasons completely outside the boundaries of this campus.
The need for coaching was quite evident, not just for poorly prepared students, but for some of my strongest students as well. They were vulnerable for very real, non-academic reasons. Although it was a significant stressor on my schedule, it was a perfect time for me to revisit the classroom, especially since I have not worked on a commuter campus in many years.

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

Author, campus report, Higher Learning Commission Peer Review, for Kaplan University, January 2015

Co-chaired discussion roundtable, “Moving from Teaching Centered to Learning Centered Conversations” CCAS, November 2014

Elizabeth E. Dunn, “Imagining Success for All Students: When Small Departments Achieve Outsized Success in a National Science Program, It’s Time to Ask How and Why,” Summer 2014 for publication in *Currents*.

Elizabeth E. Dunn, “Jobs for Women Too,” an essay on New Deal work programs that included women in South Bend, Fall 2014 for publication in *Currents*.

Elizabeth E. Dunn, “Working the Swamp: The World of Higher Education is a Messy Place,” Fall 2014 for publication in *Currents*.

With Ken Smith, David James, and Lesley Walker—planned and carried out a video project that features former South Bend mayors, Steve Lueke, Roger Parent, and Joe Kernan (also past governor of Indiana), “Imagining the Engaged and Effective Citizen,” December 2014.

Undertook onsite research at Seneca Falls and surrounding communities in the “burned over” district of upstate New York and made significant progress on first draft of Seneca Falls game, Summer and Fall 2014

**Community and Professional Service:**

**Memberships:** AAUW, League of Women Voters, American Historical Association, Society for Values in Higher Education fellow, ACAD

**Attended:** Wolfson Press launches, Business Expo, South Bend MLK breakfast, SB NAACP Luncheon, Michiana Monologues, Gloria Kaufman lecture, Chancellor’s Medal program, WGS Brown Bag Forums, Chancellor’s Professor Lecture, Honors Reception, Leadership Academy Tour and Graduation, Veteran’s Banquet, Titan Welcome Breakfast, Parents Information Night, IU Bloomington all university awards celebration, and numerous other events
Leader: Organized and co-facilitated a half-day training session for academic chairs at Indiana State University for the College of Arts and Sciences at the request of Dean John Murray, August 2014

Board related service:
Member, SB History Museum
Member, Humanities Committee
Academic Leaders Committee
Vice Chair, North Central Region Red Cross Board
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:
• Appointed, SB 150 city subcommittee to organize community partners, Summer 2014-2015
• Appointed, Indiana Bicentennial St. Joseph County steering committee, summer 2015-2016
• Member, steering committee for Indigenous World events planned in cooperation with Notre Dame and other organizations—arranged and hosted three speakers over the spring 2015 semester
• Worked on IUSB activities to support both state bicentennial and SB150—Magazine folio, English readings, history speakers, roll out of digital African American history project at the Natatorium
• Served, Campus Visit Committee, supported by the South Bend Community School Corporation, our first group of graders from Jefferson Intermediate Center visited March 2015
• Spoke at New Student Induction Ceremony, Campus Culture and Academic Regalia, August 2014
• Trained and participated in League voter registration of 18 year olds, fall 2014
• 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—she succeeded and is now serving as a dean at UW Parkside
• Supported and participated in the Scholarship Reception, November 2014
• 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