Persistent themes throughout my two terms as dean include:

1) Improved and clarified faculty commitment College mission
   i) Rewrote the College mission statement
   ii) Moved faculty to adopt a clear statement re. the Teacher/Scholar Model as our ideal that also fit the new mission statement written by faculty
   iii) Increased CLAS commitment General Education

2) Introduction and emphasis on innovative pedagogies
   i) Use of *Reacting to the Past* as professional development for chairs, faculty, peer mentors
   ii) Service nationally to *Reacting to the Past* on the RTTP Consortium Board
   iii) Creation of and use of *Reacting to the Past* games
   iv) Use of *Reacting to the Past* in class
   v) Played leadership role in revitalizing effort to create FYS for IUSB and oversaw its creation and provided financial and administrative support before turning it over to Academic Affairs

3) Improvement of CLAS Advising systems
   i) Consolidation of physical space for CLAS Advising Center
   ii) Improved staffing for advising
   iii) Creation of Associate Dean of Student Affairs
   iv) More systematic programming around advising

4) Improved policies and routines of CLAS and Council of Chairs
   i) Created agendas for all meetings
   ii) Added Center Directors to college and chair meetings when appropriate
   iii) Created documents for procedures around events and traditions like Honors Night, Outstanding Alumni selection, Outstanding Advisor selection, Dean’s Scholarship selections
   iv) Created written descriptions of positions with reassigned time
   v) Reorganized and created written descriptions for Associate Dean positions

5) Increased commitment to marketing and community outreach
   i) Prioritized space and funding for Centers of Excellence
   ii) Created Center protocol
   iii) Found base funding for Center Directors
   iv) Created and published 3 magazines (the only campus magazine in both electronic and print forms) to show case the Liberal Arts and Sciences
   v) Supervised creation of professional student focused videos for each program in CLAS
   vi) Encouraged and provided support for increase use of social media by the College and departments
   vii) Currently working to establish a Publications Center in CLAS
   viii) Created and meet regularly with the CLAS Community Advisory Board
   ix) Creation of CLAS logo
   x) Wrote new text for CLAS home page
   xi) Supported creation of systematic left hand navigation on departmental home pages
xii) In the process of creating new rack cards for all programs
xiii) Assisted in writing gift agreement for Bender Scholars program and turned the Scholar visit into a premier annual event for CLAS, incorporating marketing and fundraising
xiv) Created and funded 2-year Director of Science Initiatives who is working on new programs and fundraising
xv) Reorganized associate dean’s position to include marketing and fundraising
xvi) Began first cycle of an annual fundraising effort

6) Improved strategic planning and implementation of initiatives in CLAS
   i) Created first strategic plan for CLAS with increased focus on retention and student success
   ii) Prepared for and testified at budget hearings
   iii) Generating consistent data using the Delaware Cost Study to support planning
   iv) Generating consistent data through a chair workload study
   v) Used Council of Chairs retreats for planning
   vi) Involved faculty at college meetings in planning
   vii) Introduced campus to Appreciative Inquiry for planning and continue to use it in CLAS
   viii) Participated in leadership supporting the Blueprint for Student Attainment

7) Improved and made systematic merit pay review for CLAS
   i) Improved and made widely known merit pay rubric for all full time faculty
   ii) Evaluated chairs’ performance annually
   iii) Evaluated every full time faculty for merit pay every year but one
   iv) Began process of correcting salary compression in CLAS

8) Deepening my knowledge of regional accreditation and assessment and applying that knowledge to CLAS and the campus
   i) Continued role as HLC reviewer, performing one or more campus visits every year
   ii) Continued training on HLC guidelines and retrained when HLC dramatically changed its peer review process
   iii) Providing administrative support to campus HLC team
   iv) Learned about program accreditation where appropriate
   v) Engaged departments in improving self-studies and program review to focus more in the future and add planning as part of the process
   vi) Wrote and received a grant of one-time campus funds to fund data input and use of assessment e-management systems—an initiative that was eventually made standard for all IU regional campuses

9) Curriculum revision and oversight
   i) Rewrote and passed new charge for the CLAS Curriculum Committee that will make it more proactive and support work with the dean’s office
   ii) Oversaw creation of new Sustainability Studies major
   iii) Set up workgroup to study the teachings of statistics across the campus
   iv) Wrote a new and thorough protocol for curriculum review during a self study
   v) Supervised a program feasibility study for hospitality management
   vi) Supported study of new programs in pharmaceutical sciences and nanoscience

10) Enrollment management and space allocation
i) Generated budget reallocation to support enrollment shifts throughout the College
ii) Redefined the role of one associate dean to focus clearly on enrollment management
iii) Assumed campus leadership role in space reallocation
iv) Created a summer move plan in response to the opening of EA building
v) Created a plan to consolidate space in DW and accommodate Social Work
vi) Created a plan to accommodate 20+ staff during remodel of Admin Bldg.
vii) Supervised computer reallocation through new recycled machine plan

11) Overall management of change and disruption
   i) Supervised and provided support for shift to Weave OnLine and now to Taskstream for assessment
   ii) Encouraged and provided support for shift to FARs
   iii) Encouraged and provided support for use of IU Box, One.IU, Canvas
   iv) Encouraged and provided support for consistent use of AdRx, AARs, Maps and Student Planners
   v) Participated in and provided support for shift to e-dossier system
   vi) Incorporated General Studies into CLAS processes and procedures
   vii) Transitioned Art History to become a CLAS program
   viii) Supported growth and independent program status for Sustainability Studies
   ix) Oversaw transition of the Advanced College Project to the Registrar’s office
   x) Supervised reorganization of biweekly staff twice in five years
   xi) Encouraged and provided support for faculty to participate in online initiatives—both individual courses and fully online programs
   xii) Supported the first ever semester-long series of training seminars for bi-weekly staff in CLAS to improve accommodation to change