This document has been prepared by the Resources and Planning Committee of the School of Liberal Arts in consultation with the faculty and administration of the school. As a draft document, it will be continually revised and updated as the school continues to develop and grow.

**Vision**

To be a comprehensive school of liberal arts that serves the needs of its urban constituencies with nationally competitive programs.

**Mission**

Enhance the intellectual fabric of Greater Indianapolis, Central Indiana, and the state.

Serve the needs of urban constituencies for high quality, post-secondary academic programs at undergraduate and graduate levels.

Prepare graduates specifically and citizens generally to meet the social, economic, political and technological challenges of the 21st century.

**Goals**

Center for urban intellectual capital, programs, and services.

National leadership in disciplinary and interdisciplinary programs.

Structures for maximum effectiveness, flexibility, and innovation.

Professional environment for students, staff, and faculty.

Wide public and professional recognition of the School of Liberal Arts as a major resource for Indianapolis and Central Indiana.

**5-Year Objectives**

Faculty: Moderate growth; development of new specialties; improve pay and working conditions to a level comparable to peer institutions; reduce reliance on part-time instructors by 50 percent; restructure faculty assembly committees to provide effective oversight for appropriate elements of the SLA plan.

Undergraduate education: Stable enrollments, improved quality; better faculty-student ratios; strengthened general education; improved advising.

Graduate education: Expand existing programs and create new masters-degree programs; increase number and quality of graduate students; enhance graduate student support.

Facilities: Improved availability and use of office, classroom, and laboratory facilities.
Scholarship and creative activity: Increase internal budgetary support for non-sponsored research by 25 percent; double the dollar amount of funded research and sponsored programs.

Development: Strengthen alumni ties; raise $1 million in outside gifts.

Campus: Lead in development of general education; increased coordination with School of Science in academic programs, faculty development, facilities, technology use, and student services; build strong relationships with other campus units and initiatives.

Community: Expand collaboration with K-12 programs; facilitate and enhance community-based partnerships.

**Strategies and Actions**

Increase base funding through credit and noncredit courses and external support.

Adopt and implement an annual school budgeting process that includes decentralized resource allocation, departmentally-based decision-making, 12 month budgets, and school-wide standards of review and accountability.

Adopt a five-year plan to increase school faculty and staff compensation to a level comparable to peer institutions, while retaining the merit principle in salary decisions.

Improve recruitment, retention, and diversity of faculty, staff, and students.

Develop international programs and relationships for faculty and students and foster greater international awareness in university and community.

Collaborate with formal and informal educational efforts to enhance the general intellectual climate of Greater Indianapolis and Indiana.

Review exiting facilities and technology and adopt a facilities and technology plan for their improvement and use.

Develop full-time lecturer and instructor positions to reduce reliance on part-time faculty.

Provide support for faculty who seek to develop funded research programs.

Create separate school-level committees for undergraduate and graduate affairs, including the planning of new programs.

Establish performance standards for administrative positions and periodic formal review of all school policies.

Review effectiveness of Faculty Assembly committees and restructure as appropriate.

10/04