

**UNIVERSITY GROUPS CHARGED WITH IMPLEMENTATION
OF STRATEGIC PLANNING RECOMMENDATIONS**

I. Integrate training of the mind with cultivation of character for citizenship and service.

Recommendation #1: Establish a university-wide committee to coordinate service activities through regular meetings of program representatives, to publicize Butler service programs on and off campus, and to assist programs in finding resources to support their activities. This committee should have an operating budget that includes funds to support start-ups of new service programs. It should maintain a website with links to all Butler service programs and to useful sites beyond the Butler community.

Center for Citizenship and Community, Student Learning and Volunteerism

Recommendation #2: Create a university-wide academic honesty policy and embark on a periodic ethical audit of Butler policies and practices.

Academic Affairs Committee, Organizational Development Strategy Council

Recommendation #3: Underwrite professional development opportunities for faculty and staff to explore the moral and spiritual dimensions of teaching, learning, and work.

Marshall Gregory, Organizational Development Strategy Council, Faculty Affairs Committee, Staff Development Committee

Recommendation #4: Design a Center for Global Citizenship that would provide coordination for Butler's internationally-focused programs and promote innovations supporting a global emphasis.

International Programs, Office of Student Affairs

Recommendation #5: Perpetuate the Center for Faith and Vocation beyond the period of initial funding by seeking permanent support for its director, staff, and programming.

Judith Cebula and the Committee overseeing the Center for Faith and Vocation

II. Create continuity from classroom study and experiential learning to career planning and placement.

Recommendation 6A: Establish a common freshman year experience whereby students will undergo a structured and intentional process of self-discovery and examination of their values, interests, personalities, and skills.

Recommendation 6B: Require an applied learning experience (internship, faculty-guided independent research, service learning) of all upperclassmen that is appropriate to their majors, postgraduate aspirations, and personal interests.

Recommendation 6C: Require a capstone project that asks all seniors to demonstrate the knowledge, skills, and attitudes they have developed at Butler. The project may be part of a senior seminar (or other required course), an honors thesis, a presentation at a conference, a student-teaching portfolio, a performance with written reflection, or other substantive academic experience assessed by faculty.

General Education Reform Committee, Office of Student Affairs

Recommendation #7: Create the technological capacity for web-based electronic portfolios.

Information Resources, Office of Career Planning and Development

Recommendation #8: Improve efforts to identify and cultivate employment opportunities for our graduates and to prepare these graduates to be more effective in their job search strategies and skills.

Office of Career Planning and Development/Lilly Endowment PECO grant

III. Develop vibrant interdisciplinary programs in science that contribute to efforts to revitalize Indianapolis and central Indiana.

Recommendation #9: Promote “discovery-based learning” as the educational paradigm in the sciences and in other parts of the Butler curriculum.

Faculty in LAS Natural Sciences Division and in COPHS, Academic Affairs Committee

Recommendation #10: Create an Urban Ecology Center to increase understanding of urban ecosystems and to promote the stewardship of biodiversity within the urban landscape. The Center will foster interdisciplinary collaborations across the University and will encourage outreach activities in partnership with the broader Indianapolis community.

Faculty in Biology, Chemistry, Environmental Science, Political Science

Recommendation #11: Enhance funding and programming for the Butler Summer Institute.

Office of the Provost, Robert Holm, Office of Development

Recommendation #12: Institute outreach activities to Indianapolis and Central Indiana that include a Science Teacher Training Initiative; science department links to industry, non-profits, and government agencies; and sponsorships of science fairs.

Undergraduate Research Conference, Faculty in LAS Natural Science Division

IV. Shape the demographics of the Butler student body in order to better embody institutional commitments.

Recommendation #13: Maintain full-time undergraduate student enrollment in the range of 3750 to 4000 with a first-year to sophomore retention rate of 90% and a six-year graduation rate of 75%.

Office of Admissions, Office of the Provost, Learning Resource Center, Office of Student Affairs

Recommendation #14: Optimize the use of facilities by inventorying our physical space and by more effectively utilizing the hours of the day and the days of the week that classes are offered.

Office of the Provost, Office of the Registrar, Deans Council, VP for Operations

Recommendation #15: Refine academic advising to support the interests and aspirations of students.

Office of the Provost, Learning Resource Center

Recommendation #16: Strive to increase the critical mass of American minority and international students in the full-time undergraduate student body.

Office of Admissions, Cabinet Committee on Ethnic and Racial Diversity, Office of Diversity Programs

Recommendation #17: Seek funding for need-based scholarship monies, and in particular funds to support minority and international students.

Office of Development, President's Office, Office of Diversity Programs

V. Affirm racial and ethnic diversity as integral to the Butler educational experience.

Recommendation #18: Strive to increase the critical mass of multicultural faculty and staff in the Butler workforce.

Office of the Provost, Deans Council, Organizational Development, Cabinet Committee on Ethnic and Racial Diversity

Recommendation #19: Develop pro-active measures to ensure a diverse pool of applicants for positions, including oversight committees for both faculty and staff hiring as well as discretionary funds to recruit top minority faculty and staff professionals.

Office of the Provost, Deans Council, Organizational Development, Cabinet Committee on Ethnic and Racial Diversity

Recommendation #20: Establish diversity training as part of new employee orientations and supervisor, chair, and director workshops.

Organizational Development, Cabinet Committee on Ethnic and Racial Diversity

Recommendation #21: Explain clearly how curriculum supports the institutional commitment to diversity.

Academic Affairs Committee, Office of Diversity Programs

Recommendation #22: Locate a space for a Multicultural Center where students of color may gather and where diversity activities may be coordinated.

Office of Student Affairs, Office of Diversity Programs

Recommendation #23: Create a diversity outreach office with a director reporting to the President.

Office of the President, Cabinet Committee on Ethnic and Racial Diversity

VI. Support faculty and staff development, and make continuing provision for the maintenance of technology and facilities.

Recommendation #24: In order to facilitate consistent, thorough, and universal opportunities for professional development, create an Office of Professional Development charged with nurturing Butler's intellectual capital

- by putting in place people, processes, resources, and technology to enable Butler staff and faculty to grow on the job;
- by exploring sources of funding that would support professional development efforts across the University.

Organizational Development, Office of the Provost, Information Resources

Recommendation #25: Define performance standards for faculty and staff, reward accomplishments consistent with a "pay for performance" philosophy, and provide opportunities for employees to develop new skills and expertise.

Organizational Development, Office of the Provost, Deans Council

Recommendation #26: Support teaching and service by recognizing excellence in teaching, empowering mentors to faculty, and developing guidelines for service.

Office of the Provost, Deans Council

Recommendation #27: Foster an institutional culture that supports research and creative activity.

Office of the Provost, Deans Council, Academic chairs of departments and programs

Recommendation #28: Provide tools and training to optimize technology use in support of teaching, learning, and administrative endeavors.

Information Resources

VII. [Recommendation #29]: Utilize third-party financing to build a new apartment-style residence complex for juniors and seniors and a new health and fitness center for students and employees.

Board of Trustees, Office of the President, VP's for Student Affairs, Operations, and Finance

VIII. Cultivate stronger ties to alumni and friends of the University.

Recommendation #30: Start cultivating alumni ties during a student's undergraduate years.

Office of Alumni Affairs, Office of Student Affairs

Recommendation #31: Keep graduates engaged with the University.

Office of Alumni Affairs, Office of Development, Office of Career Planning and Development

Recommendation #32: Communicate regularly with alumni and friends.

Office of Alumni Affairs, Office of University Relations, Office of Development

IX. Seek further opportunities to make Indianapolis and central Indiana venues for education and service.

Recommendation #33: Develop a communications strategy that inventories and publicizes what we do in, for, and with the larger Indianapolis community.

Office of University Relations, Clowes Hall, Athletics

Recommendation #34: Encourage internal efforts to develop collaborations and activities in Indianapolis in line with the mission, commitments, and priorities of the University.

Deans Council, Office of Diversity Programs, Office of Career Planning and Development, Clowes Hall, Athletics

Strategic Planning Liaisons

Contact	Areas of Responsibility	Recommendation
Arick, Bruce	Vice President - Finance	29
Atterson, Michele	Learning Resource Center	13,15
Berry, Bill	Academic Chairs of Departments & Programs	27
Berry, Bill	Deans Council	14,18,19,25,26,27,34
Berry, Bill	Provost's Office	11,13,14,15,18,19,24,25,26,27
Brabant, Margaret	Center for Citizenship & Community	1
Broaded, Monte	International Programs	4
Cebula, Judith	Committee for overseeing Faith & Vocation	5
Chase, Pat	Faculty in COPHS	9
Colip, Patti	Staff Development Committee	3
Davidson, Valerie	Diversity Programs Office	16,17,21,22,34
DelSanto, Gina	Ethnic & Racial Diversity Cabinet	
Elrod, Tom	Committee	16,18,19,20,23,29
Fong, Bobby	Board of Trustees	29
Gardner, Mike	President's Office	17,23,29
Gregory, Marshall	Vice President - Operations	14,29
Hanson, Paul	Gregory, Marshall	3
Hanson, Paul	Faculty in Biology	10
Hanson, Paul	Faculty in Chemistry	10
Hanson, Paul	Faculty in Environmental Science	10
Hanson, Paul	Faculty in LAS Natural Sciences Division	9,12
Hanson, Paul	Faculty in Political Science	10
Harding, Tim	Career Planning & Development	7,8,31,34
Holm, Robert	Holm, Robert	11
Holm, Robert	Undergraduate Research	
Holm, Robert	Conference	12
Huck, Caroline	Student Learning & Volunteerism	1

Husain, Tanya	University Relations	32,33
Johnson, Levester	Student Affairs Office	4,6,13,22,30
Johnson, Levester	Vice President - Student Affairs	29
Kincaid, Scott	Information Resources	7,24,28
Kushigian, Elise	Clowes Memorial Hall	33,34
Lagaveen, David	Alumni Affairs Office	30,31,32
McGuire, Cameron	Development	11,17,31,32
Ozolins, Sondrea	Registrar	14
Parry, John	Athletics	33,34
	Organizational Development Strategy	
Paulson-Gjerde, Kathy	Council	2,3
Roberson, Steve	General Education Reform Committee	6
Simpkins, Doug	Organizational Development	18,19,20,24,25
Snider, Tom	Admission	13,16
Templeton, Bill	Academic Affairs Committee	2,9,21
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