

**2000 PLANNING
BUDGET REPORT**

HERRON SCHOOL OF ART

Indiana University Purdue University Indianapolis

2000/2001 Fiscal Year

submitted by

Valerie Eickmeier, Dean

GOAL 1

DEVELOPMENT / CAPITAL CAMPAIGN

Responsibility of Excellence

Herron is requesting campus funds to be directed toward activities and events connected to Herron's Capital Campaign. Herron's campaign goal for the new building is to raise \$10 million dollars in addition to the \$12 million provided by the state.

Projected expense of Herron's Bricks and Mortar Campaign and Development for 2000 is \$110,000. Herron's development office has an annual budget of \$20,000. Therefore, Herron is requesting \$90,000 for the building campaign. (See attached budget.)

Herron's objective is to raise visibility within the community and with Herron alumni while cultivating donors.

Herron School of Art will:

- identify and cultivate individual and corporate donors for the building project.
- host events, dinners, receptions, and architectural presentations for prospective donors.
- launch naming campaigns in honor of three prestigious Herron alumni.
- call on key Herron alumni for gift opportunities.
- bring attention to the completion of the new Sculpture/Ceramics building through advertising, open house receptions, and tours.
- host the annual Janus Ball fund raising event.
- conduct the Annual Fund Campaign through direct mailings.
 - organize faculty and student exhibitions in public venues.
- continue the advertising campaign that began in 1999.
- promote corporate collaborations and community projects.
- work with the Herron Alumni Association to establish and strengthen relations with its members.

There are two issues relating to expenditures that need to be addressed:

1. Beginning July 2000, Herron is expected to begin payment for one-half of Glenda Kouts (Development Director) salary plus back salary for three years to the IU Foundation. This agreement was made between Herron's former dean and the IU Foundation. Herron is capable of picking up one-half of the (\$45K + benefits) salary, but to incorporate a back pay of 3 years during the initial fund raising for Herron's building campaign will be difficult. Renegotiation of this arrangement is needed.
2. The University Architects' Office would not allow certain fees to be included in the building project contract. The fees related to fund raising activities, presentation boards, models and renderings are to be paid by the school. These visual materials and the participation of Jonathan Hess, Architect, are essential for donor presentation. Mr. Hess' involvement in various fund raising activities will clearly impact several of our lead gifts. A conservative estimate for architectural materials and fees is \$50,000.

PROJECTED DEVELOPMENT & CAMPAIGN EXPENSES FOR 2000-2001

TOTAL: \$109,164

Architectural Presentations for Donors - \$50,000
Renderings, Models, and Architect Fees

Special Events - \$17,520
Six Receptions, 75 persons ($\$2,620 \times 6 = \$15,720$)
Six Receptions, 12 persons ($\$300 \times 6 = \$1,800$)
(assumes no rentals)

Major Gifts - \$4,400
Cultivation Lunches ($\$25 \times 50 = \$1,250$)
Cultivation Dinners ($\$50 \times 30 = \$1,500$)

Annual Fund - \$1,600
Design and Printing of letterhead, reply cards, and envelopes

Donor Recognition - \$2,500
Flowers, books, mementos, ($100 \times \$25 = \$2,500$)

Travel - \$10,000
Five Cultivation and Solicitation Trips at \$2,000 each

Equipment Rental - \$500

Printing and Publications - \$19,800
Capital Campaign Case Statement (\$5,000)
Three Naming Campaigns, ($3 \times \$2,000 = \$6,000$)
Herron Society Brochure (\$5,000)
Preservation Card -reprint or replacement (\$3,000)
Winter Solstice Card for 2001 (\$2,000)

Postage - \$2,844
Annual Fund ($.34 \times 1500 = \$510$)
Winter Solstice Mailing ($.34 \times 1000 = \$340$)
Gift Acknowledgements ($.34 \times 3000 = \$1,020$)
Special Event Invitations ($6 \times 150 \times .34 = \306)
Small Reception Mailings ($6 \times 50 \times .34 = \102)
Friends of Herron Board Meetings ($50 \times 7 \times .34 = \119)
Sub-Committee Mailings ($15 \times 21 \times .34 = \107)
General Correspondence ($1000 \times .34 = \$340$)

GOAL 2

CREATING NEW FACULTY LINES

Learning, Responsibility of Excellence

Herron is requesting \$55,000, University re-allocation funding for one Faculty Line in 2000-01. (\$40K in salary and \$15K in benefits)

A larger student population and expanded course offerings account for the increase of part-time faculty assignments. Herron has experienced consistent growth in enrollments over the past ten years and has high retention rates of 78%. The enrollment increase has been quite significant since 1995. Only one new Faculty Line has been added in fifteen years. We are currently supporting 681 degree seeking students, which does not reflect the elective courses taken by non-Herron students. Additional Full-Time Faculty Lines need to be established to accommodate the current growth and to prepare for the move to the IUPUI campus. We are requesting campus reallocation funding for one position in 2000, and two faculty positions in 2001, and a fourth position in 2002.

Several programmatic areas have been identified as in critical need of additional faculty. We are currently undergoing a search for someone with expertise in Digital Arts and Interactive Media. This position was designated as a shared faculty line with the School of New Media. The other areas that have been identified for future hires are Art History, (2) Foundation Studies, and Photography. This is a three-year plan supported by the faculty.

Herron is predicting another significant enrollment increase when we make the move to campus. The school will not only receive a great deal of attention but the accessibility of being on campus will contribute to a surge of interested students. We will expand some course offerings to non-art majors, as well as introduce new undergraduate studio courses and an MFA degree program. It is crucial that Herron begin to build its faculty resources in preparation for the move to campus. The issue of new faculty lines is critical to the successful integration of Herron into the main campus. The move should provide significant benefits to both parties.

It is Herron's intent to establish the following new full-time faculty lines in preparation for Herron's move to IUPUI.

Fall 2000	Art History
Fall 2001	Foundation Studies
Fall 2002	Foundation Studies
Fall 2002	Photography

NEW FACULTY LINES

Enrollments

1999	681
1997	670
1996	584
1995	542
1992	472
1990	413
1988	404
1985	385
1984	386
1981	375

Full-Time/Part-Time Faculty Ratio

2000	30/37
1993	30/11
1985	29/15
1979	31/20

Expanding Programs and New Initiatives

Asian Art History
African Art History
History of Photography
History of Design
Book Arts
Motion Graphics, Video & Computer-aided Photography
Basic Design Courses for New Media, Interior Design, and Museum Studies
International Travel -Study Abroad Programs
Distance Learning (Art Appreciation)

Areas Targeted for New Appointments

Visual Communications (Digital Imaging, Interactive Media, Motion Graphics)
Art History
Foundation Studies (2)
Photography

GOAL 3

PUBLIC RELATIONS / COMMUNITY CONNECTIONS

Centrality, Community Connections, Collaborations

The objective is to raise Herron's visibility and awareness within the university and Indianapolis community, as well as promote Herron's various programs. Aggressive public relation efforts will help bring awareness to the Capital Campaign for the new Herron building and relocation.

Herron is unique in that many of our educational programs involve community outreach, collaboration, and public participation. During the past few years, Herron has expanded and promoted many community outreach programs such as the Visiting Artist lecture series, the Herron Gallery, International Travel Programs, the IRIS Lab for Digital Arts, Saturday School, and Precollege Workshop. .

Last year, Herron created a new Director of Public Relations staff position to coordinate the development, promotion, and advertising of Herron's many activities. Julie Schaefer, (Public Relations Director) coordinates Herron's newsworthy activities with IUPUI and community press; establishes connections with community arts organizations such as the Indianapolis Arts Council; publishes the Herron monthly newsletter and serves as a liaison between the faculty, students, and community. The Public Relations' Director also works closely with Herron's development office to coordinate fundraising events.

By creating this position, Herron has been able to increase self promotion through advertising, press releases, newsletters, radio interviews, and various articles written by local journalists.

GOAL 4

MFA -DEVELOPING GRADUATE DEGREES

Learning, Collaboration, Responsibility of Excellence

Creating an MFA program at Herron is identified as a high priority. The proposal will focus on the Visual Communications Program because of the demand for advanced training and degrees in the Digital Arts and Interactive Media. Herron seeks to build a graduate program that will accomplish the following: 1) It will provide art and design students with expertise in digital arts and interactive design; 2) Students will gain theoretical and technical knowledge as well as an appreciation for research and a business sense, and 3) It will offer students the possibility of collaboration and involvement with local industry and other IUPUI units.

Herron's Visual Communications Program has re-evaluated and adapted its curriculum to meet the demands of the profession. Herron has an excellent team of faculty and staff to provide expertise in design and the school has invested heavily in digital technology required by our students to become competitive in their field. The Indianapolis community recognizes the high quality of Herron's Visual Communications Program by employing a large percentage of our alumni. A Graduate Program will strengthen Herron's ties to the community and broaden our already outstanding reputation.

The MFA degree in Visual Communications will also help support other advanced degree programs at IUPUI such as New Media and Museum Studies. Darrell Bailey and Elizabeth Kryder-Reid have been brought into conversations regarding possible collaborations between programs. In both cases, there are several areas of focus in the curriculum where there are opportunities for collaboration.

Herron's continued and evolving relationship with Thompson Consumer Electronics provides additional insight into our rationale for wanting to develop a course of study in digital media and interactive design. Herron is currently offering a research class, that is a team approach, to design and is taught jointly by Herron faculty and Thompson management. Thompson's advocates a team approach comprised of artist/designers, a cognitive psychologist, an engineer, and someone with formal business skills. Thompson's management believes designers must have a better theoretical knowledge of technology, and that all team members must have a serious appreciation of/and respect for each of the disciplines represented.

The Visual Communications Program will need to create at least one new faculty position to establish this degree. The program has been relying heavily on part-time faculty to teach advanced digital imaging, interactive media and motion graphics. Herron is currently conducting a search for a faculty member to teach interactive design next year. Herron does not have the funding to support 100% FTE therefore, it will most likely be a shared faculty line with the School of New Media.

A Faculty Committee has been established at Herron to begin developing and writing the MFA proposal. Herron's goal is to acquire all approvals for the degree by the time we move to the main campus.

GOAL 5

ENROLLMENT PLANNING / STUDENT RETENTION

Learning, Responsibilities of Excellence, Accountability and Best Practices

Herron's primary goal is to increase quality and diversity of recruited students. The enrollments have steadily increased during the past 5 years with a 2-4% increase annually; Herron expects to enroll approximately 685 students in the fall of 1999. We anticipate the credit hours taught will be approximately 7,800. Herron is approaching a maximum growth level in the current facilities and therefore will focus on ways to increase the quality and performance levels of students.

Retention rate for students who have successfully passed their second year review is 78%. Retention rate for freshman students is 55% . This lower retention rate for freshman is largely due to the changes in admissions without portfolios and the sophomore review for advancement. The sophomore review is intended to raise the standards for degree seeking students. Herron is now in the 4th year of conducting these reviews and there is strong evidence to support their success.

Recruitment

Herron is instituting several efforts in 2000 to enrich student recruitment. We have a new recruitment video that is being sent to Indiana high school counselors and art departments. The video will also be used for IUPUI Campus Days, Art Fairs, Herron's Annual Open House, and National Portfolio Days. The Herron web page has won two national design honors and continues to be a show piece for prospective students. Herron hosts an Annual Open House for high school students and teachers to tour the facilities and learn about the academic programs. The school also participates annually in 6 National Portfolio Days, which is an association that recruits nationally for schools of art and design. The Herron Faculty Admissions Committee visit several high schools in Indianapolis to promote the school. In addition, Herron is beginning to explore a variety of ways to recruit more students internationally. In 1999, Herron had three students from China and one student from England to enroll.

Student Support

Herron offers 19 endowed and 11 annual scholarships. Incoming freshman are eligible for scholarships through portfolio review. Herron has been able to increase freshman scholarships by 25% for 2000. The Friends of Herron Board have recently formed a sub-committee to work with Herron's development director to raise additional money for scholarships. The two areas targeted are the Shared Heritage Scholarship that is designated for minority students, and the International Travel Program. In 1999, this sub-committee raised \$19,000 for scholarships.

Retention

To help maintain student retention, our first year foundation courses incorporated the Herron /College Survival Skills into the curriculum. The Office of Student Services requires first semester freshman, inter-IUPUI or inter-campus transfer students, to have this mandatory advising. Herron also offers a web-based job line that posts a variety of opportunities for students to work in the community on various art related projects. We have also increased information resources on graduate schools and job placement for graduating students.

Outreach

Herron has two community outreach programs, Saturday School and Pre-College Workshop. These programs attract both junior high and high school students to Herron.

REVIEW OF 1999 GOALS

I. Creating New Facility Lines

Learning, Responsibility of Excellence

Herron has experienced consistent growth of student population during the past decade continues to maintain high enrollments. Last year, Herron submitted a request for campus funding for new faculty positions with the 5-year plan to increase full time faculty as preparation of the move to campus. Campus funding did not come through however we were able to conduct a successful search for a new faculty member in art education.

Herron had two 1999 retirements. A search was conducted to fill the Furniture Design position and the second retirement vacated freshman foundation courses, which are currently being taught by faculty/technicians.

Herron has studio technicians who were also teaching part time. We consolidated the positions into 4 full time teaching/technician positions. Funding these positions created an increase of base salary by \$112,450 (4x \$23,109 + benefits). By creating these full time staff positions with salary and benefits, we were able to attract better-qualified instructors and resolve some of the retention problems we experience with part time faculty.

2. MFA / Graduate Degrees

Learning, Collaboration

Developing an MFA proposal continues to be an important goal for Herron. Many discussions took place last year to construct a viable plan to introduce graduate degrees at Herron. Valuable information regarding climate and procedure for proposing the MFA degree has been obtained from Sheila Cooper, Dean Plater, and Darrell Bailey. Previous proposals and documents have been gathered and reviewed. Associate Dean, Paul Brown will now work with a faculty committee in the next year to draft a proposal for a MFA degree to be offered in Visual Communications program at Herron School of Art. We anticipate introducing the degree when Herron moves to the IUPUI campus in 2003.

3. Public Relation Director

Collaboration, Centrality, Community Connection

In 1998-99, reallocation funds of \$32,000 plus benefits we requested to create a Personal Relations Director. The position was created and funded within Herron's general operating budget.

Creating this position has worked out beautifully. The Public Relations Director, (Julie Schaefer) acts as a liaison between Herron School of Art and the media. She has done a remarkable job of supervising advertising for school events and programs. As a result of Julie's appointment, Herron has been featured in numerous articles and press releases. 1999 publications include *Indianapolis Monthly*, *Star News*, *Indianapolis Business Journal*, *Arts Indiana*, *NUVO Magazine*, *Dialogue*, *Colombian*, *Campuscape*, and *Sagamore*, as well as other journals and newsprint's.

1999 Review of Goals

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In addition to connecting Herron to the printed media, Julie Schaefer has also coordinated radio interviews for the dean, faculty, and visiting artists. Students participated in the WFYI televised telethons and Herron was represented at several community art fairs. Thanks to our Public Relations Director, Herron is gaining high visibility and much attention from the community. Faculty, students and alumni are being recognized for their artistic achievements.

Another new initiative in P.R. is the school's monthly newsletter called *Herron Highlights*, which is published from the office of Public Relations. This publication is distributed to 2,000 readers within the community. Julie builds and develops relationships and rapport within the community by attending and participating in meetings and organizations including Arts Marketers Group, hosted by the Indianapolis Arts Council and the IUPUI External Affair monthly meetings at IUPUI.

Public Relations manages a budget of \$25,000 internally, which has to cover all advertising, newsletters, mailings, and promotional items such as caps, stickers, pins, t-shirts, and decals.

4. Development / Herron Capitol Campaign

In the first half of 1999, it was a little difficult getting the Herron Campaign rolling because there were a lot of unknowns surrounding Herron's future. The dean search had not been completed, an architect for the building had not been hired, and the time line for the project was still very ambiguous. Since July, these three issues have been resolved and we are working on the conceptual design for the project. We are just beginning to meet with Herron's top prospects to share conceptual plans and present proposals for naming opportunities. We hope to secure leadership gifts in early 2000.

In development, last year was primarily spent identifying and cultivating individual and corporate donors. Herron's case statement was written and we've been engaged in public relations and marketing strategies. Much time was devoted to strengthening relations with Friends of Herron board members and key alumni.

Gifts and Funds Raised in 1999

Janus Ball	\$19,500
Telefund Campaign	\$6,350
International Scholarships	\$19,000
Herron History Book	\$100,000

Herron Capital Campaign 1999

Main Building Naming	\$2,000,000 (pending)
Gallery Naming	\$1,000,000
Bank One	\$50,000
Ruth Lilly (Library)	\$2,000,000 (pending)
Marsh	\$100,000
Noyes Foundation	\$250,000

Three proposals for leadership gifts are currently under consideration.

5. International Programs

Robert Eagerton, Professor of Fine Arts, was appointed Director of Herron's International Programs. It is a new appointment for which he receives release time from one teaching assignment. Professor Eagerton coordinates Herron international trips, assigned faculty to teach, publishes an informational brochure and has developed relationships with other institutions for future travels. In addition Professor Eagerton organizes annual student exhibitions for the participants of the various international programs.

Herron School of Art continues to expand and promote our international initiatives. In 1998, Herron students traveled to China, France, Ireland, and Belgium and the Netherlands under the supervision of Herron faculty members. The same destinations are planned for 2000. Herron has also initiated a furniture design exchange program in England at the University of Wolverhampton.

Three students from the Hunan Normal University in China are currently enrolled at Herron.

It is the intention of Herron to expand the study abroad offerings as resources become available and as new relationships are developed with other schools and institutions around the world.

The scholarship committee, comprised of community representatives, faculty and development personnel have significantly increased scholarships for international travel for this year. The International travel fund started with approximately \$2,000 this year and raised over \$19,000 dollars. Last year Herron awarded (2), \$2,000 dollar scholarships. This year we were able to increase the number to award (6) scholarships. Our goal is to create an endowment for international scholarships.

6. Building Projects

Responsibility of Excellence

Sculpture & Ceramics

The new building for sculpture and ceramics located at 1350 N. Stadium Drive has been completed. The groundbreaking ceremony was held April 7, 1999, and Herron took possession of the building December 1999.

As the academic programs of sculpture and ceramics moved into their new facility, we cosmetically treated the old facilities to accommodate art education and drawing moving out of the Penn Arts building into Herron's main building and all of foundation 3-D design moved into the old Sculpture facility at 16th and Alabama Streets. Herron has terminated the lease with Penn Arts building. The \$70,000 that was paid annually to lease Penn Arts will be used to cover operations cost of the new Sculpture and Ceramics building. The move went well considering the scope of the move. Moving all programs took place within a 10-day time frame. It required much coordination and cooperation from faculty, staff, movers, technicians, and work-study students. We opened spring semester with studios in order ready for students.

There were however, many unexpected expenses related to the move. A total of 28,000 had to come from Herron's budget. We thought that is was going to be covered in the project cost but discovered that Herron was responsible.

1999 Review of Goals
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New Herron Main Building

In June 1999, architect Jonathan Hess was hired to design the new Herron facility for the IUPUI campus. Site visits were made to several other prominent art schools. Specialists and consultants were contacted regarding mechanical specification for the Herron program. Conceptual Design phase is nearing completion and will be presented to the Board of Trustees for approval in mid January 2000.

The project budget has been reevaluated since the original figures were determined in 1995. The state is funding \$12 million for the Herron move. Based on Herron's program statement, square footage, and the architects preliminary estimates the new Herron building will cost \$19-\$20 million with \$2.8 million already used to construct the Sculpture and Ceramics facility.

1998-99 NOTABLE ACHIEVEMENTS

Responsibility of Excellence

Herron's new 26,000-sq. ft. Sculpture and Ceramics facility was completed and is now open for classes.

Learning

International Travel Programs - Herron raised \$19,000 for student scholarships to study abroad. This summer, 15 students travel to China and 2 students went to Pont-Aven, France.

Centrality, Community Connections

Herron was involved in the following community connections and collaborations in 1999.

Conseco Field House - Herron created 12 display cases, exhibits and 300 framed IRIS prints.

Celadon Trucking - Commissioned 5 students to build large outdoor sculptures

Starbuck's Coffee Co. - Herron student won competition to design mugs and t-shirts

Easley's Winery - Student won competition to design 3 wine bottle labels

Indianapolis Arts Council - Herron programs events, classes, and displays at the Arts Garden

Governor O'Bannon's Residence - Displayed artwork by Herron faculty and students

Thompson Consumer Electronics - Collaboration on Design course for Herron students

Bank One - Provided gallery space for several Herron exhibitions

White River State Park - Collaborated on the Sculpture in the Park exhibition

University Library - Featured artwork by Herron faculty and students

University College - Hosted two competitions for commissioned artwork on display at UC

Glendale Mall - Initiated an exhibition space with a budget for Herron at the Mall

Nuvo Cultural Vision Award - Recognition award for Circle Centre Mall roof top mural

Learning, Community Connections, Responsibility of Excellence

IRIS CENTRE FOR DIGITAL ARTS - 1999 PROFESSIONAL PRACTICE CLIENT LIST

Day Nursery ChildCare Centers - Series of 4, full color promotional brochures

First Lady, Judy O'Bannon's Office - Hoosier Millennium 2000 State House plaque

Sunset on the Millennium gift. Matted Iris prints in custom portfolio (Quantity of 250)

Gennesserett Free Clinic - Full color poster promoting Health Fair for the Homeless, 12" x 18"

JSSJ, Fund Raising Software Company - Corporate identity, web pages, and interface design

IUPUI, Chancellor's Office - Chancellor's Circle gift, hand made book in custom slipcase (quantity of 50)

IUPUI, Continuing Studies - Spring Catalog cover, full color, 10" x 12.5"

IUPUI, Herron School of Art

Honors and Awards Night invitation and Program

Herron, 98 giving campaign stationery and return card, 2 color

Paul Wehr giving brochure, 2 color

Nov/Dec. Arts Indiana magazine ad, full page, full color

Nov/Dec. Dialogue magazine ad, full page, full color

Indianapolis Monthly magazine ad, full page, full color

National Portfolio Day Poster, full color, 24" x 32"

PreCollege Workshop Poster, 2 color, 24" x 32"

Continuing Studies Catalog ad for Herron Saturday School, 1 color

IUPUI, New Media - Preliminary design of web site

IUPUI, School of Humanities - Conference bookmark, 2 colors

IUPUI, School of Nursing - 85th anniversary logo and stationery, 2 colors

National Association for African American Heritage Preservation - Conference Poster, full color, 24" x 36"

National Museum of Women in the Arts - Matter Mind Spirit: full color, 64-page artist's catalog,

Pacer Foundation - 1998 Annual Report, full color, 40 pages

Riley Hospital - Full color, series of bereavement card

Tooflee, Footwear by Herschel's - Full color image brochure and promotional flyer