



College of Arts + Architecture
2010-2015 Strategic Plan (for 2012-2013 Annual Report)

I. EXECUTIVE SUMMARY (1-2 PAGES)

<p>A. Mission and goals:</p>	<p><i>The College of Arts + Architecture is a community of visual & performing artists and design professionals who work in both intellectual and material practices. Through education, expertise, and leadership the College models excellence in teaching, scholarly and creative research, and performance. The College is a vessel for curious individuals and skilled problem solvers who care about the impact of our work on people and the complex social challenges we face.</i></p> <p>The College's vision is defined through several ideas about contemporary arts and architecture:</p> <ul style="list-style-type: none"> • <i>Emergence...of new ideas, skills, potential</i> <ul style="list-style-type: none"> ◦ Transdisciplinary networks of teaching and making promote dynamic, indirect learning and lead to new knowledge. • <i>Connectivity...with our communities</i> <ul style="list-style-type: none"> ◦ Through service and engagement, we establish ourselves as a presence at the university and in the larger community. • <i>Collaboration...with partners both like and unlike ourselves</i> <ul style="list-style-type: none"> ◦ We believe in the power of cross-disciplinary methods of work and study for their power to create and reveal. • <i>Professionalism...as both behavior and outcome</i> <ul style="list-style-type: none"> ◦ The history of our disciplines and the vitality of our work depend on human regard and assessable competency. <p>Five themes help define our degree programs, collaborations, external grants and fundraising, and engagement strategies:</p> <ul style="list-style-type: none"> • Arts Education ... preparing teachers, extending creative leadership, design thinking • Sustainability ... energy, finance, people • Performance ... presenting ourselves and engaging with others • New Media New Arts ... message, digital medium, collaboration • Global Education & Practices ... international engagements and disciplines
<p>B. Summary of process used to develop unit goals:</p>	<p>The strategic planning process followed the preparation of both the task force to create the new College of Arts + Architecture and the governance process leading to the adoption of the recommendation to implement the college commencing July 1, 2008. Additionally, the planning process responded to two major university initiatives: development of the "UNC Tomorrow" report by General Administration to define the context and methods of service the university provides to the citizens of the State of North Carolina, and to the writing of a new mission statement and academic goals for the institution.</p> <p>Initiated in Fall 2008, each unit in the college developed written responses to the following issues:</p> <ul style="list-style-type: none"> Data Scan / Institutional Research Discipline Themes CoA+A Goals Unit Mission Statements Discipline Metrics <ul style="list-style-type: none"> • Differentiate <i>inputs</i> from <i>outputs</i> • Connect <i>outputs</i> to <i>artistic excellence</i>



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	<ul style="list-style-type: none"> • “superior performance” – “distinctive impact” – “lasting endurance” <p>Evaluation</p> <ul style="list-style-type: none"> • Five dimensions of performance: <i>Leadership, Strategy, People Management, Operating Metrics, Relationships with external constituencies</i> <p>Simultaneous review and approval of unit and college plans was executed through meetings conducted by unit faculty and the full college with adoption of the final plan in August 2010.</p>
<p>C. Summary of major goals in strategic plan:</p>	<ol style="list-style-type: none"> 1. Emphasize how the arts and architecture <u>connect</u> individuals and cultures, demand collaboration across disciplines, and promote affiliations between the university and discipline partners. 2. Develop <u>professional programs</u> with extensive research and creative scholarship opportunities in all units for both faculty and students. 3. Recognize and support those skills and opportunities that build <u>creative leadership</u> potential through campus, regional, and international initiatives. 4. <u>Invigorate the environments</u> we occupy through exhibition, presentation, joint programming, and community engagement. 5. Support <u>diverse student interests and career opportunities</u> through a balance of general education, disciplined skill development, and comprehensive student services.
<p>D. Summary of new resources required to achieve new goals:</p>	<p>Addressing resource needs must account for three levels related to the start-up of the CoAA in 2008, and continuing on through 2012-13:</p> <ol style="list-style-type: none"> 1. Insufficient operating and base budgets; and 2. Remediation of staff and faculty to achieve current operations; and 3. Growth of budget to be successful at strategic goal attainment. <p>Administration / Leadership</p> <ul style="list-style-type: none"> • Production/Design positions: 9 • IT/Technical: 5 • Staff: 4 <p>Program Development / Operating Budgets</p> <ul style="list-style-type: none"> • Permanent operating (College started with 50% of requested budget): \$240,000 • Visiting artists programs/guest performers: \$80,000 • Galleries / Gallery Educational Programs: \$150,000 • Travel/Faculty Development/Student performances: \$175,000 <p>Faculty</p> <ul style="list-style-type: none"> • F/T Faculty positions: 24 • P/T Faculty lines: 10 • Graduate Teaching Assistants: 14 <p>Facilities</p> <p>The College currently operates at maximum utilization due to initial reductions in built space, increased enrollment, and limited to no art studio space for students or faculty.</p> <ul style="list-style-type: none"> • New faculty & staff offices (inclusive of entire College office provision): 64 • Research/Lab capacity: 80,000 sq.ft. • Conference, studio, IT, and workshop space: 60,000 sq. ft. (not inclusive of performance spaces)



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II. ENVIRONMENTAL SCAN/ UPDATES SINCE LAST FIVE –YEAR STRATEGIC PLAN (1-2 PAGES)	
<p>A. Assessment of cumulative progress in meeting goals in current strategic plan:</p>	<ol style="list-style-type: none"> 1. The 2010-2015 CoAA Strategic Plan was the first following the creation of the college in 2008. Thus, the unit plans from the 2005-10 planning period were retained throughout the current planning period, although it was recognized that the context and goal formation did not appropriately align with the goals underpinning the creation of the new college. Changes in unit leadership (5 of 5 since 2008) have also affected the “cumulative progress” as well as a new configuration of units/disciplines made more obsolete the prior plans. Cumulative progress in meeting goals is EXCELLENT on most fronts except resources, which remain restrictive at their minimal “sufficiency”.
<p>B. Environmental scan/updates of challenges, opportunities, and obstacles since last strategic plan:</p>	<ol style="list-style-type: none"> 1. The fiscal crisis at the state level has affected every aspect of the college, most particularly in the areas of faculty development (affecting recruitment and retention) and community engagement (affecting communications, performances, arts education programs, and arts leadership). 2. Positioning the arts units to initiate MFA programs is the most important – and challenging – aspect of this strategic plan. The remediation of staff and resource shortages to deliver - with sufficient clarity – BA/BFA programs must be addressed before premature launching of graduate degree programs. Further, choosing the right focus and identity for MFA programs was not a part of the current strategic plan process. 3. Developing a schedule and capacity to pursue national arts accreditations – NASM, NASAD, NASM, and NASD – is directly connected to resources (primarily to faculty and space), although progress has been made in Music, Dance, Art/Art History. 4. Implementing an enrollment management plan is directly tied to the ability to recalibrate UN/GR students through course offerings and performance/studio space availability. The strategy adopted in Art/Art History has been very effective and has been requested to be established in Performing Arts next year. 5. Developing a set of measurable student competencies has been successful and essential to designing tactics that fit the goals. 6. Research potential must be defined within a context of minimal faculty development support (from College and Units), no grant development support or post-grant operating support, and within an increasingly competitive external funding environment. A new college-based center – The Digital Arts Center (d-Arts) - was created to address the collaborative teaching and research potential of computer technology within all disciplines. The “Design & Society Research Center” is undergoing an evaluation and potential restructuring. 7. Developing a clear, integrated communications plan and capability has been very effective but steps are being taken to coordinate that with a Marketing Plan. At present, no effective Social Media strategy (or personnel capacity) exists. 8. Identifying and inaugurating a new College Advisory Council remains very important. 9. Building an exhibition identity through both the Center City Building “Projective Eye Gallery” and Storrs Architecture Gallery has become even more important over the next 3-5 years as the efficacy of this work is demonstrated.. 10. Implementing a college-wide Diversity Action Plan is essential to the long-term goals of the College. Funds were received in 2012-2013 to appoint a Diversity Coordinator to undertake this work. 11. Maintaining and enhancing a business-oriented, operations plan is a challenge in the



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	<p>current economic climate.</p> <ol style="list-style-type: none">12. 2012-13 is the second year of operation of the "Performing Arts Services" unit, and 2013-14 will inaugurate the hiring of a new Associate Dean for Performing Arts Services to help coordinate this work for performances in Robinson Hall as well as community engagements.13. Altering the orientation of arts programs to engage in collaborative practices, arts leadership, arts business knowledge, and community engagement opportunities (public programming, health, creative economies, arts education) requires additional resources and faculty expertise (from traditional studio practices).
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III. NEW STRATEGIC GOALS, ACTION PLANS AND PERFORMANCE OUTCOMES FOR 2005-2010

A. Unit, Dept. or College
Goal #1: Emphasize how the arts and architecture connect individuals and cultures, demand collaboration across disciplines, and promote affiliations between the university and discipline partners.

<p>B. Relationship of goal to next higher reporting unit goal:</p>	<p>ACADEMIC AFFAIRS GOALS:</p> <ol style="list-style-type: none"> 1. To offer a portfolio of educational programs that are forward looking and responsive to the intellectual, cultural, and economic needs of the region. 2. To advance programs of research and scholarship that expand the frontiers of knowledge, including those that solve problems at the interface of disciplines and leverage discovery for the public benefit. 5. To respond to the educational needs of a diverse community of learners through innovative programming and delivery of credit and non-credit programs of study. 7. To engage in focused efforts to creatively address university and community needs through internal collaboration and partnerships with public, private, and non-profit organizations. 8. To support the success of faculty and staff through career development opportunities, mentoring, and access to supportive infrastructure.
<p>C. Action plans to achieve goal:</p>	<ol style="list-style-type: none"> 1.1 Transform and increase Arts Education degree programs (working with the College of Education). 1.2 Develop BFA / MFA degree programs across all arts units. 2.1 Develop college-based research centers, and increase the interdisciplinary (within the CoAA) and cross-disciplinary (between colleges) research work. 5.1 Identify primary community-based program partners for annual impact projects. 7.1 Increase formal (written) relationships with arts institutions locally, regionally, and state.
<p>D. Effectiveness measures/methods to assess outcomes/goal attainment:</p>	<ul style="list-style-type: none"> • Develop enrollment and matriculation metrics for all Arts Education programs, both major/minors and non-major enrollments. • Annual listing in "CoAA Highlights" for: a) community engagement, services, performances; and b) publications/exhibitions. • Annual reporting of interdisciplinary and cross-disciplinary research projects (inclusive of diversity grant productions). • Formal (written) documentation of community-based partnership agreements. • Written proposals for new BFA/MFA degree programs.
<p>E. Assessment schedule to assess goal:</p>	<p>Annual: CoAA Annual Report, College of Education Annual Report, Highlights submission.</p>



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F. Person/group responsible:	Dean, Associate Dean, unit Director/Chairs, Associate Director/Chair, Director of Arts Education
G. Performance outcomes for goal:	<ul style="list-style-type: none"> • Narrative articulation of expanded arts education teaching; average 3% increase in enrollment; narrative advancement of arts education mission scope. • Narrative articulation of engagement results and institutional partnerships, including evaluation of impact. • Completion of degree program proposals, including coordination with Graduate School.
H. Resources Required:	<p><u>Administration / Leadership</u></p> <ul style="list-style-type: none"> • Production/Design positions: 8 • IT/Technical: 2 • Staff: 3 <p><u>Program Development / Operating Budgets</u></p> <ul style="list-style-type: none"> • Permanent operating increase: \$180,000 • Visiting artists programs/guest performers: \$50,000 • Travel/Faculty Development/Student performances: \$125,000 <p><u>Faculty</u></p> <ul style="list-style-type: none"> • F/T Faculty positions: 16 • P/T Faculty lines: 8 • Graduate Teaching Assistants: 14 <p><u>Facilities</u></p> <p>The College currently operates at maximum utilization due to initial reductions in built space, increased enrollment, and limited to no art studio space for students or faculty.</p> <ul style="list-style-type: none"> • New faculty & staff offices (inclusive of entire College office provision): 51 • Research/Lab capacity: 80,000 sq.ft. • Conference, studio, IT, and workshop space: 60,000 sq. ft. (not inclusive of performance spaces) <p><i>(detailed unit needs outlined in unit strategic plans)</i></p>