College of the Arts Strategic Plan
Adopted 1 June 2017

Mission

The College of the Arts is a beacon that illuminates the creativity of the human spirit and, as such, has a unique role in the University and community. Our overarching goals include teaching excellence in a collaborative environment that infuses technology into every aspect of our curriculum where appropriate and instills an entrepreneurial spirit in our students so they can become leaders in their professions and change agents in the world. Through our faculty and student research, our scholarship and creativity, and our community service, we demonstrate our value both to the University and our community.

Vision

The College of the Arts seeks to be a bridge between the arts and cultures of the world and the unique context and traditions of Acadiana.

Values

1. We are passionate about delivering exceptional teaching and mentoring, supported by faculty research and creative activity.
2. We foster individual and collaborative initiatives in the arts, among the arts, and with other disciplines.
3. We encourage teaching and learning both rooted in traditional approaches and integrating evolving concepts and technologies.
4. We strive to attract, build and celebrate a diverse body of students, faculty and staff.
5. We enhance the cultural, civic and artistic environment of Lafayette, Acadiana, and all of Louisiana through community engagements of students, faculty and alumni.
6. We seek to achieve the highest standards of professionalism in all that we produce.

Goal 01: Create a task force with representation from all disciplines in the College to create a condensed (one page) report that makes the case for the importance and impact of the arts. Departmental/School reports can then more specifically define their disciplinary importance and impact.

Strategic Imperatives Related To STUDENTS

SI I: Recruit, retain, and graduate outstanding students
Advocacy and Focus:
- Recruit: Foster communication and coordination between the University recruitment efforts and individual School and Department recruitment efforts
- Recruit: Advocate for more robust high school and community college programs in the arts to improve the success of articulation agreements
- Recruit and Retain: Raise the profile of graduate study and create the environment and funding structure for growth of graduate programs in the arts.
Goals:

- Recruit: Support and develop new Baccalaureate and post-Baccalaureate programs to enhance the College position as a leader in the arts.
- Recruit and Retain: Seek opportunities to develop, enhance and grow graduate programs within the College of the Arts.
- Recruit: Continue to produce up to date and engaging recruiting materials: Brochures, website, etc.
- Retain and Graduate: Support and coordinate the degree accreditation processes within the College.
- Retain and Graduate: Review and analyze curricula to establish highest attrition points and possible retention strategies.
- Retain and Graduate: Evaluate and analyze student perceptions/expectation and pedagogical methods.
- Retain and Graduate: Evaluate current advising efforts based on the specific needs of arts students.
- Retain and Graduate: Encourage student engagement in studio culture, ensembles, performances, and professional organization.
- Increase Dean's Scholars and other Scholarship programs.
- Retain and Graduate: Support Departments in curricular and pedagogical developments.
- Graduate: Collect and make available best practices for student success in the arts.

SI II: Increase student productivity and success through engagements in mentored research, innovative projects, and creative endeavors
Goals:
- Encourage student production and dissemination of work produced in their studio, ensembles, performances, and professional organization
- Define scholarly and creative work for the arts.
- Increase opportunities for students to engage in juried, peer review, and other adjudicated reviews of their scholarly and creative work.
- Develop platforms that increase the visibility of student creative work to the college, university, community, national, and international audiences.
- Develop a policy and programs to promote healthy student work and study habits.

SI III: Enhance student engagement in co-curricular activities through a vigorous, energetic, and culturally diverse university community.
Advocacy and Focus:
- Promote, maintain and enhance our current service learning efforts on campus and in the community.
- Coordinate student service opportunities with the professional's needs and interests in mind.
Goals:
- Develop Arts specific service opportunities.
- Collect, organize and disseminate service and other co-curricular activities' impact.

SI IV: Expand and strengthen UL Lafayette's relationship with alumni and the community locally, nationally, and globally, in direct support of student achievement.
Advocacy and Focus:
- Focus on enhancing and broadening the reputation of the College of the Arts
Goals:
- Professional Networking, Job opportunities, providing data and collecting databases.
- Determine the optimal relationships regarding donor relations within the College.

- Improve alumni relations through the creation of contemporary engagement opportunities.
- Student community service focused to work with our working professionals.
- Collect and promote alumni accomplishments in the arts.

Strategic Imperatives Related To FACULTY

SI V: Invest in Faculty: Competitive Salaries, Effective Recruitment, Effective Retention, and expansion of faculty lines.

Advocacy and Focus:
- Advocate for salary increases that are nationally competitive.
- Reduce time and paperwork as much as possible through streamlining procedures/paperwork and efficiently managing online resources.

Goals:
- Fill all approved academic vacancies.
- Ensure all Faculty are engaged in the Mission of the College.
- Transparency and communication of CUPA wage scales within the arts.
- Seek faculty diversity to match our student diversity.
- Research types of faculty incentives and morale boosting activities.
- Transparent and proactive advocacy for wage and workload equality.
  - Evaluate workload and evaluation rubrics to include tasks that the College and University value.

SI VI: Significantly upgrade academic facilities related to instruction in order to meet or exceed the quality of those at peer institutions

Advocacy and Focus:
- Advocate for maintenance and improvements on current facilities and educational materials.
- Transparency in the prioritized list of facility upgrades.
- Increase Smart Room Technology in the College. Track current use, needs, and long-term goals for basic supplies and IT.

SI VII: Provide Professional Development

Advocacy and Focus:
- Advocate for increases in Travel and Equipment Budgets to promote faculty development and professional engagement.

Goals:
- Provide faculty development that is useful to college wide faculty: i.e. policies and procedures, research opportunities, academic structures, the arts in academia, community outreach opportunities, etc. Possibly in conjunction with a regular forum to present faculty research.

Strategic Imperatives Related To RESEARCH, CREATIVE ACTIVITY, and SCHOLARSHIP

SI VIII: Increase and diversify external funding revenue through grants and contracts, entrepreneurial activities, and fund-raising.

Goals:
- Define and articulate and communicate what constitutes value and quality in arts education, research, scholarship and production.
- Recognize rigorous research and scholarship in the arts and communicate its value to the University and the public.

- Coordinate with Development office to identify external, internal, and community funding sources.
- Create an interdisciplinary arts funding source database.

SI IX: Enhance supporting infrastructure for the conduct of research and innovation
Advocacy and Focus:
- Coordinate the submission of School and Department STEP and Board of Regents grant proposals.
- Facilitate, coordinate and support collaborative arts productions.

Goals:
- Continue and expand our college fundraising efforts by working with VP John Blohm and Dir. Of Development Lisa Capone using their metrics system of donor engagement and giving.
- Evaluate SPARK spending to find more internal support of faculty research and innovation.
- Identify resources necessary for high-impact contributions in the arts and seek funding sources to support these resources.
- Analyze existing systems in order to make them more appropriate to research in the Arts, i.e. sabbatical guidelines, course release.
- Provide a regular forum to present faculty, undergraduate, and graduate student research.

SI X: Expand research programs beyond our existing strengths and take advantage of our historical, cultural, and geographical setting for research and scholarly purposes.
Goals:
- Seek opportunities to make connections between our specialized institutes/research/outreach ventures and the research park, community entities, and industry partnerships
- Continue to facilitate and publicize our emphasis on partnering with regional not-for-profit enterprises.
- Collaborate with pre- and post-collegiate institutions to provide educational opportunities for underserved populations.

Strategic Imperatives Related To GOVERNANCE

SI XI: Establish a shared governance model that facilitates trust, teamwork, and cross-functional collaboration, and aligns all stakeholders to the Vision and Mission
Goals:
- Enhance communication and acknowledgement from College to Faculty and from College to Upper Administration.
- Clarify, collect and streamline policies and procedures for financial transactions within the College.
- Establish forum for faculty feedback and input.
  - I.e. posting meeting minutes from leadership team meetings, regular meetings of Dean at departmental meetings, feedback on evaluative measures.

SI XII: Establish a process for continuous academic and nonacademic professional and leadership development.
Goals:
- Identify and Provide professional development opportunities that relate directly to COA Faculty.

SI XIII: Provide each level of governance with data analytics capabilities to increase overall impact.
Goals:
- Prioritize Data to makes the case for the importance and impact of the arts.

SI XIV: Manage Human Resources of the College
Advocacy and Focus:
- Advocate for progressive and inclusive human resource policies and procedures
Goals:
- Determine, make transparent and develop the current governance structure of the College.
- Identify, Document, and Coordinate Human Resource Needs within the College.

Strategic Imperatives Related To PROFESSIONAL STAFF
SI XV: Invest in Staff: Competitive Salaries, Effective Recruitment, Effective Retention, and expansion of staff lines.
Advocacy and Focus:
- Advocate for salary increases that are competitive nationally.
- Seek diversity to match our student diversity.
- Reduce time and paperwork as much as possible through streamlining procedures/paperwork and efficiently managing online resources.
- Transparency and communication of wage scales.
- Transparent and proactive advocacy for wage and workload equality.
  - Evaluate workload and evaluation rubrics to include tasks that the College and University value.
Goals:
- Research types of staff incentives and morale boosting activities.

SI XVI: Ensure that all Staff are engaged in the Mission of the College, and have a voice in the future of the college.
Goals
- Develop a staff advocacy forum and communication policy and procedure
- Develop a recognition program for Staff.

SI XVII: Establish clear policies and procedures for all Professional Staff in the College
Advocacy and Focus:
- Advocate for staff compensation and benefits.
- Advocated for a clear and transparent reporting structure.
Goals
- Develop and clarify job descriptions, evaluation procedures, and workload parameters.
- Develop internal mechanisms to show support for staff.

COA Strategic Plan Committee Fall 2016 – Spring 2017
Corey Saft, SoAD
William Plummer, SOM+PFAR
John Gargano, VIAR
Michael McClure, COA
Michael Eble, COA, representative for Professional Staff

5 February, 2019

College of the Arts – SACS Strategic Planning Report

How we produced our Strategic Plan for the College of the Arts:

In fall 2013, a College of the Arts Strategic Planning Committee was formed. It included a member from each of the three areas of the College (School of Music and Performing Arts, Visual Arts, School of Architecture and Design) and a representative of the Dean's office. A report from the college committee was produced and presented to the Dean's office in spring 2014. At the same time, the University started its strategic planning in earnest. Because the College wished to align their strategic plan with the University's new plan, it was decided to wait until the University had completed their plan before we moved forward with the development of the college plan.

In September 2016, the College of the Arts reformed its Strategic Planning Committee, this time including a faculty member from each of the three areas, member of the staff, and a representative from the Dean's office. This committee then followed this procedure:

1. Survey the College of the Arts faculty and staff on their priorities and focus from the University Strategic Plan.
2. Committee reviews and analyzes the results and produces a draft strategic plan for review and comment by the Department Heads/Directors.
3. Update the draft and present to the Dean's office for review and comment. Update the Draft and present to the faculty for final ratification.
4. The current College of the Arts strategic plan was adopted on June 1, 2017.

Implementation

The implementation and tracking of progress of the strategic plan and goals is a task of the College of the Arts Leadership Team. This team consists of the Dean, Associate Dean, Assistant Dean, Director of the School of Music and Performing Arts, Director of the School of Architecture and Design, Department Head of Visual Arts, and the Curator of Exhibitions and Events. The Leadership team meets each week to review notes from the Dean's meeting, go over current and upcoming issues, and discuss the state of the College. This team is a mechanism for the Dean to transfer knowledge from the Academic Affairs to the departments. Then the departments transfer knowledge to the faculty. The Leadership Team is also where departments bring information from the faculty up to the college, and the Dean can bring it to Academic Affairs.

Progress

SI I: Recruit, retain, and graduate outstanding students

- A new Master of Fine Arts in Intermedia Studio Art continues to develop. The College has presented a draft 'Letter of Intent' for this new program. Issues of departmental funds, new faculty, educational space, and equipment are currently under discussion
- A College Retention Committee was formed in fall 2018 to share information and techniques across programs in the College. It has not met yet.
- School of Architecture and Design has a long standing Recruiting and Retention Committee.
- The Dean's office has increased its Dean's Scholars program from 5 to 6 awards and each award from $2,000 to $2,500
- The Dean's office is producing a short video for each major to be used for recruiting purposes.

SI II: Increase student productivity and success through engagements in mentored research, innovative projects, and creative endeavors

- Expanded program: ArTech Grants for original research in arts and technology
- New program: Collaborative Grants for original research in the Arts.
- Undergraduate Art History Research Colloquium
- Southern Graphics Council International (SGCI) Mentorship Program showcasing student prints from selected universities

SI IV: Expand and strengthen UL Lafayette's relationship with alumni and the community locally, nationally, and globally, in direct support of student achievement.

- The Fletcher Gallery hosted the first ever Visual Arts Alumni Exhibition
- Planning is underway for a School of Architecture and Design Alumni Exhibition.
- First Alumni Choir event in years during the Fall 2018 season. It had an alumni "group sing" and Alumni were also invited to the stage to sing the UL Alma Mater at the end of the concert that evening.

SI V: Invest in Faculty: Competitive Salaries, Effective Recruitment, Effective Retention, and expansion of faculty lines.

- Upgraded two lines in MUS/PFAR from Instructor to Assistant Professor, tenure-track: 1) Costuming 2) Assistant Band Director / Assistant Percussion Director

SI VI: Significantly upgrade academic facilities related to instruction in order to meet or exceed the quality of those at peer institutions

- Complete remodel of McLauren Hall, home of the Performing Arts Department

- Upgrades to equipment and ventilation at Fletcher Hall
- Marching Band Uniform Addition and Storage upgrades to Angele Hall
- new SMART room in Angelle 134
- Sound absorption panels in McLaurin 103, the large modern dance studio

SI IX: Enhance supporting infrastructure for the conduct of research and innovation

- Expanded program: ArTech Grants for original research in arts and technology
- New program: Collaborative Grants for original research in the Arts.
- Establishment of a Digital Fabrication Lab in Fletcher Hall for student and faculty research.

SI XI: Establish a shared governance model that facilitates trust, teamwork, and cross-functional collaboration, and aligns all stakeholders to the Vision and Mission

- Leadership Team meeting minutes posted to Moodle for public viewing.

SI XVI: Ensure that all Staff are engaged in the Mission of the College, and have a voice in the future of the college.

- A College Staff Forum was formed in fall 2018. It has not met yet.