

College of Visual and Performing Art Strategic Plan: 2002-2007

Theme

Advancing Contemporary and New Works Through Learning and Research in the Arts

Vision

The USF College of Visual & Performing Arts will achieve national and international recognition as a distinguished center for study, creation, and research in the arts. The College will be a visionary laboratory for the preparation of the next generation of artists, educators, scholars and audiences and will serve as a dynamic site for contemporary and traditional artistic creation and research in art, dance, music, and theatre, while playing a critical role in the cultural vitality of the Tampa Bay region. More specifically, the College will be nationally known for Research and Graduate Education that focuses upon the contemporary and new works in the arts.

Mission

The mission of the USF College of Visual & Performing Arts is to conduct creative research and to educate, challenge, and inspire students for leadership in the arts. The College provides an environment that is imaginative, significant, and contemporary, and engages with local, national and international communities in arts initiatives.

Major Goals & Objectives

Goal I: Support and increase faculty and student research, scholarship, and creative activity in the arts. The College will enhance its focus on scholarly and artistic innovation, which will include the creation of new works while specifically focusing upon elevating all of the terminal degrees in the arts to national status.

Objective I-A: The College will increase support and rewards to faculty and students for research, scholarship and creative activity that culminates in original and innovative approaches to the arts and scholarship (especially in the area of contemporary, new works). This Objective will be met by the unit taking the following actions:

Action:

- a. Assign more research / creative activity to faculty (Unit Directors)
- b. Assist faculty in designing individual research webpage (Director, College Computing)
- c. Promote faculty research / creative activity (Director, College Relations)

Objective I-B (BoE & BoT Objective): The College will increase the C&G Expenditures per Tenured/Tenure-Earning Faculty (2001-2002 base of \$3,701) by 5% annually to \$7,081 by 2007. This objective will be met by the unit taking the following actions:

Action:

- a. Establish monthly Faculty Research Colloquia (Research Committee)
- b. Establish more comprehensive tracking/bookkeeping for Faculty C&G (College Budget Manager)
- c. Establish an undergraduate intern program for students to assist with Faculty research (Directors, College units)

Objective I-C: The College will be recognized regionally and nationally for its terminal degrees in art, music, and theatre by the number of faculty, programs, graduate students, and alumni identified in regional and national publications and venues (MFA in Art, MM in Jazz, MFA in Dramatic Writing, PhD in Music). (Base: 1) by 2007: 5. This objective will be met by the unit taking the following actions:

Action:

- a. Place articles in regional/national media that focus on and mention USF terminal degree of alumni, faculty and graduate student research (Dir., College Relations)
- b. Hold and get national media attention for USF based and nationally significant workshops/conferences related to terminal degree content (Dir., College Relations, Directors of Units with terminal degrees)
- c. Units prepare Points of Pride, listing meritorious accomplishments related to the terminal degrees including the document with all correspondence, web sites, etc (Directors of Units).

Objective I-D: The College will be recognized regionally and nationally for original and innovative approaches to the arts and scholarship by the number of exhibitions, performances, and publications identified in regional and national publications and venues. Baseline: 3. By 2007: 13. This objective will be met by the unit taking the following actions:

Action:

- a. Place in regional/national media articles about innovative/original work of Faculty (Dir., College Relations)
- b. Assign faculty effort to actions that will get them on regional/national boards, panels, special activities (Dir. of Units)
- c. Produce mini-flyer listing original and innovative approaches to the arts and scholarship (exhibitions, performances, publications, etc.) conducted by the units in the college (Dir., College Relations)

Objective I-E: The College will establish and be recognized for an Interdisciplinary Advanced Research Initiative in Digital Arts. This objective will be met by the unit taking the following actions:

Action:

- a. Establish a Digital Forum (through Faculty/Student involvement) with twice-annual opportunities for Faculty and Students to identify and share on-going advanced research in Digital Arts (Coord. of Visual Arts)
- b. Increase out-of-college Faculty interest in interdisciplinary research in the Digital Arts (Coord. of Visual Arts)
- c. Place in regional/national media coverage of the Center's activities (Dir. of College Relations)

Goal II: Develop an enrollment profile consistent with a research university. The College will enhance and implement new graduate programs consistent with its vision and mission while specifically focusing upon the contemporary and new works in the arts.

Objective II-A: The College will increase its full-time graduate student enrollment by 5% each year. Baseline: 62.5 (to 78 FTE in 2007). This objective will be met by the unit taking the following actions:

Action:

- a. Develop and implement distance-learning degree in music education, the MFA in Dramatic Writing, the PhD in Music (Dir. of Units)
- b. Improve websites to attract/recruit additional students (Dir. of Units)
- c. Build strong graduate student enrollment message in to alumni events (Dir. of College Relations, Dir. of College Development)

Objective II-B: The College will increase the quality of its graduate students as determined by increases in the number of students applying to graduate programs, the number of applications outside of the region, and the number of applications from quality undergraduate/graduate programs. This objective will be met by the unit taking the following actions:

Action:

- a. Identify and implement actions to recruit from quality undergraduate programs (Dir. of Units)
- b. Initiate qualitative measures in order to establish baselines appropriate to disciplines (Dir. of Units)
- c. Establish and execute strategies to recruit our own undergraduates to graduate programs (Dir. of Units)

Objective II-C (BoE Objective): The College will take steps to increase its graduate degrees awarded (Baseline: 29) by an annual increase of 5% to 39 in 2007. This objective will be met by the unit taking the following actions:

Action:

- a. Establish and implement mentoring, faculty load adjustments, etc. to help students complete degree requirements (Dir. of Units)
- b. Identify students that may face challenges in staying in graduate school (family, financial, motivational, etc.) and take customized steps to assist (Dir. of Units)
- c. Give college-level awards for outstanding graduate student achievement (Dean, Associate Dean)

Objective II-D: The College will improve the quality of the undergraduate student enrollment in the four arts disciplines by strengthening student participation in honors programs and through increased recruitment and retention of students who demonstrate above average SAT scores, high GPAs, and significant artistic abilities. This objective will be met by the unit taking the following actions:

Action:

- a. Improve website as a recruitment tool (Dir. of College Relations)
- b. Consistent tracking of potential recruits (Dir. of Advising)
- c. Raise the require GPA/SAT for incoming students

Objective II-E (BoE Objective): The College will target the recruitment of students in the top 20% of their High School Class (Baseline: 193) by an annual increase of 5% to 243 by 2007. This objective will be met by the unit taking the following actions:

Action:

- a. Get potential out-of-state FTIC students at recruitment sessions to get applications to USF by Dec. 31 for National Green and Gold Scholarship (Dir. of Advising and Unit Recruiters)

- b. Send letters to parents of top SAT potential arts majors about careers and CVPA alumni Success (Dir. College Relations, Dir. of Advising)
- c. Obtain and post on website information form alumni regarding their success (Dir. of College Relations)

Objective II-F (BoE Objective): The College will target the recruitment of High School seniors (Baseline: 149) by an annual increase of 5% to 184 by 2007. This objective will be met by the unit taking the following actions:

Action:

- a. Recruit talented FTIC (out-of-state) with National Green and Gold Talent Scholarships (Dir. Advising)
- b. PR campaign to publicize that USF is the only SUS university that calculates GPA including arts (Dir. College Relations)
- c. Assign Faculty effort and invite Alumni to be part of recruitment teams to go to high schools and magnet schools (Dir. of Units)

Objective II-G (BoE Objective): The College will take steps to increase the number of undergraduate degrees awarded (Baseline: 129) by an annual increase of 5% to 159 by 2007. This objective will be met by the unit taking the following actions:

Action:

- a. Increase effective advertising (Dir. of College Relations)
- b. More identification of faculty & communication with at-risk students (Academic Directors)
- c. Enhance students awareness options for free psychological health and career counseling (Dir. of Advising)

Objective II-H (BoE Objective): The College will increase its undergraduate FTIC retention rate (Baseline: 78.2%) by an annual increase of 3% to 89.7% by 2007. This objective will be met by the unit taking the following actions:

Action:

- a. Identify, recruit undeclared majors who have shown interest / talents in the arts (Dir. of Advising)
- b. Faculty involvement in orientation (Dir. of Advisement)
- c. Develop student mentoring program (Academic Directors)

Objective II-I (BoE Objective): The College will increase its undergraduate transfer retention rate (Baseline: 79.3%) by an annual increase of 3% to 91.2% by 2007. This objective will be met by the unit taking the following actions:

Action:

- a. Increase effective advising (Associate Dean)
- b. Increase faculty counseling for transfer students (Academic Directors)
- c. Increase curricular discussion between USF Faculty and Faculty of Jr. colleges in area / linkage with articulation officer undergraduate studies (Academic Directors)

Goal III: Increase engagement with the university and the community. The College will be a center for exceptional artistic experiences. The College will increase its engagement with cultural and educational organizations and venues with a specific focus upon the contemporary and new works in the arts.

Objective III-A: The College will provide arts events to the university community through increasing special events directed to faculty and staff and marketing directly to the constituencies, with a focus upon the contemporary and new works in the arts. This objective will be met by the unit taking the following actions:

Action:

- a. Provide contemporary/new works Arts content to University events (e.g., Commencement, Homecoming, Alumni Weekend, President's Council Weekend, Lifsey events, etc.) with credit (Dir. of Units)
- b. Integrate contemporary/new works into coursework of other Colleges (Dir. of Units)
- c. Contemporary/New Works on the USF Homepage rotation (Dir. of College Relations)

Objective III-B. The College will develop relationships with selected arts organizations in the region and increase faculty engagement with local arts and educational organizations annually. Baseline: 22/14. By 2007, 42/24. This objective will be met by the unit taking the following actions:

Action:

- a. Assign Faculty/Staff effort to serving on selective arts organization boards (Dir. of Units)
- b. Establish affiliation agreements with selected arts organizations in the Tampa Bay region (e.g., Dali Museum; Tampa Museum of Art; Museum of Fine Arts in St. Petersburg, Ringling Museum; Gulf Coast Museum; Master Chorale; Florida Orchestra; BONK; Moving Currents; Tampa Bay Dance Collective; American Stage; Shimberg Theatre at TBPAC.) (Dir. of Units)
- c. Establish recognition to Faculty for engagement with cultural arts institutions/organizations/venues (Dean)

Objective III-C The College will increase its relationship with public education. This objective will be met by the unit taking the following actions:

Action:

- a. Assign Faculty effort to engage with magnet and public schools (Dir. of Units)
- b. Increase hosting of high school arts programs on campus (Dir. of Units)
- c. Expand the role of the Regional Arts Education Advisory Council (Dean, Associate Dean)

Objective III-D (BoE & BoT Objective): The College will increase its faculty involvement with PreK-12 Schools (Mandated Public Service) by annually increasing of 5% over the baseline (Baseline: 0). By 2007, 10. This objective will be met by the unit taking the following actions:

Action:

- d. Assign Faculty effort to engage with magnet and public schools (Dir. of Units)
- e. Increase hosting of high school arts programs on campus (Dir. of Units)
- f. Expand the role of the Regional Arts Education Advisory Council (Dean, Associate Dean)

Objective III-E. The College will establish and develop a Center for Performing Arts Research with initial emphasis on a partnership with the Master Chorale of Tampa Bay and Choral Music at USF . This objective will be met by the unit taking the following actions:

Action:

- a. Establish a partnership with the Florida Orchestra, Moving Current, Master Chorale, Dali, and other organizations (Dir. of Units)
- b. Prepare an organizational structure for a Center for Research in the Performing Arts (Coord. of Performance)
- c. Establish a budget and a "business plan" for implementation of a Center for Performance research (Coord. of Performance)

Objective III-F: The College will develop, initiate, and be recognized regionally and nationally for a Latin American/Caribbean Initiative (Baseline: 0). By 2007, 10 recognitions. This objective will be met by the unit taking the following actions:

Action:

- a. Increase classroom and curricular experiences with a Latin American/Caribbean focus (Dir of Units)
- b. Increase the attention to performances, concerts, and exhibitions with a Latin American/Caribbean focus through our marketing, publicity, and communication with our local, regional, and national audiences (Dir. of College Relations)
- c. Create and maintain a bi-lingual splash and welcome page to the College (Dir of College Relations/Webmaster)

Objective III-G (BoT Objective): The College will increase faculty, staff, and student attendance at arts events. By 2007, 10_____. This objective will be met by the unit taking the following actions:

Action:

- a. Develop and implement target group promotions to build attendance, including direct email to all faculty and staff/administration wishing to be notified periodically of events (Dir. of College Relations)
- b. Promote selected events at Marshall Center and other gathering sites for faculty, staff, students with cross promotions with businesses in Bull Country (Dir. of College Relations)
- c. Develop and test techniques suggested by focus groups of faculty, staff, students and use give aways to motivate attendance (Dir. of College Relations)

Objective III-H: The College will enhance the cultural vitality of campus life and the Tampa community through enriched exhibition, performance, visiting artists, and public arts programming. This objective will be met by the unit taking the following actions:

Action:

- a. Offer and promote open rehearsals and guided tours of exhibitions, public art projects and performances to students, staff and community (Dir. of College Relations)
- b. Create and distribute educational materials to students, faculty, staff and community visitors to enhance experience of arts events (Dir. of Units)
- c. Create opportunities for Directors and faculty to brainstorm and generate ideas for collaborative, interdisciplinary and community based programming (Associate Dean, Dean)

Goal IV: Increase the Diversity of Faculty, Staff, and Students in the College. The College will be rich in the diversity of ideas, cultural and ethnic perspectives and experiences as evidenced by a diverse student body and a diverse staff and faculty. The College will increase its diversity in three major categories: Faculty, Staff, and Students.

Objective IV-A: (BoT Objective). The College will increase the diversity of its Faculty (Baseline: Gender: 25/72; Ethnicity: 6/72). By 2007, 30/72; 11/72. This objective will be met by the unit taking the following actions:

Action:

- a. Units will aggressively take advantage of the President's Faculty Enrichment program (Dir. of Units)
- b. Personalize position announcements to traditional minority institutions and other opportunities (Dir. of Units)
- c. Search Committees will advertise position announcements beyond those required by Guidelines (Dir., of Personnel)

Objective IV-B: (BoT Objective). The College will increase the diversity of its Staff (Baseline: USPS gender: 23/29; USPS ethnicity: 5/29; A&P gender: 10/14; A&P ethnicity: 3/14). This objective will be met by the unit taking the following actions:

Action:

- a. Establish responsibilities for minority staff in the college that will telegraph valuing of work (Dir., Dean)
- b. Implement a mentoring system for staff hires to help retain and engage a divers representation in college staff (Dir. of Personnel)
- c. Target high quality minority workers from across the university and community for anticipated openings (Dir. of Personnel)

Objective IV-C. (BoT Objective) The College will increase the diversity of its Students (Baseline: 165). By 2007, 234. This objective will be met by the unit taking the following actions:

Action:

- a. Request Student Affairs increase in college diversity awards (Dean, Associate Dean)
- b. Send letter to parents of divers potential majors about careers in the arts (Dir. of Advising, Proj. Thrust Advisor)
- c. Identify undeclared minority students and minority high school students and recruit (Dir. of Advising)

Objective IV-D: The College will increase the number of culturally diverse public exhibition, performance, and visiting artist programs This objective will be met by the unit taking the following actions:

Action:

- a. Promote and market culturally diverse programs- emphasizing cultural diversity (Dir. of College Relations)
- b. Develop a lecture and performance series with faculty from CVPA teamed with A&S faculty that discuss and present ideas and examples of the evidence of cultural diversity in contemporary art practice (Dir. of Units)
- c. Create opportunities for directors and faculty to discuss program ideas and make an effort to partner with Institute for Black Life and Latin and Caribbean Studies Center (Dir. of Units)

Goal V: Increase the Infrastructure of the College. The College will improve the infrastructure for delivering academic instruction, supporting research, managing the undergraduate and graduate enrollments, encouraging engagement with the arts as with the education community, and insuring greater diversity of thought and personnel.

Objective V-A. The University will plan and construct a Music Building. Incremental advances. This objective will be met by the unit taking the following actions:

Action:

- a. Develop materials that profile the opportunities afforded with a new Music Building (Dir., School of Music)
- b. Meet and present the case argument to strategically selected decision makers (Dean, Dir. School of Music)
- c. Give additional spotlight to Music during the year (Dir. of College Relations)

Objective V-B: The University will renovate the current facilities occupied by Art and Music. Incremental advances. This objective will be met by the unit taking the following actions:

Action:

- a. Continue to prepare plans for FAH renovation (Dir., School of Art/Art History)

Objective V-C: The College will increase the number of faculty to the national average for the arts. This objective will be met by the unit taking the following actions.

Action:

- b. Prepare and make budget requests for strategically needed position (Dean, Associate Dean)
- c. Identify and obtain Endowed funds for Professorships, Endowed Chairs (Dean, Dir. of Units)
- d. Seek joint appointment and other creative solutions to generating positions (Dean, Dir. of Units)

Objective V-D: The College will increase the budget to the national average for the arts. This objective will be met by the unit taking the following actions:

Action:

- a. Prepare budget request based upon comparative data (Dean, Budget Officer)
- b. Identify other sources of funding support for the college (Dean, Dir of Units, Dir. of College Development)
- c. Increase fees, retail opportunities, gifts (Dean, Dir. of Units, Dir. of College Relations)

Objective V-E: The College will increase the external support from alumni, friends, corporations by 20% each year. This objective will be met by the unit taking the following actions.

Action:

- a. Increase annual gifting of \$1000 or more by targeting, one on one, prospects (Dir. of College Development)
- b. Do follow up, one on one, to those attending arts events (Dir. of College Relations)
- c. Establish and implement a system of inviting potential supporters to arts events (Dir. of College Relations)

Objective V-F: The College will increase the internal support from all sources by 10%. This objective will be met by the unit taking the following actions:

Action:

- a. Implement target activities to make decision maker attitude toward the College more positive (Dir. of College Relations)
- b. Utilization of Arts events to generate additional and increased support (Dir. of College Relations, Dir. of College Development)
- c. Increase SCH and Graduate enrollment (Dir. of Units)