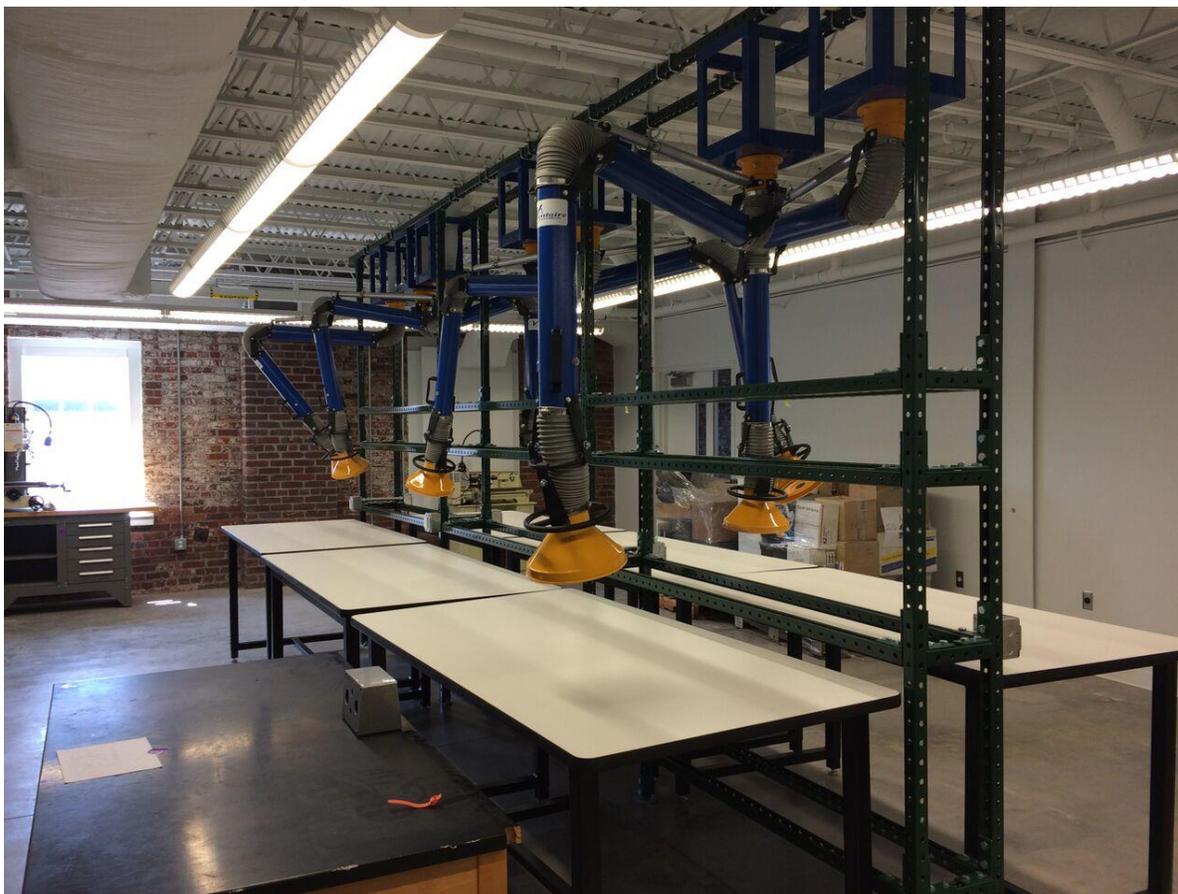


COLLEGE OF FINE ARTS

Mission & Strategic Plan 2015-2021



Mission

The College of Fine Arts engages in scholarly and creative research, artistic experimentation, performance, exhibition, and teaching for the artistic and cultural education and benefit of students, the University, the Commonwealth, and the world. The College of Fine Arts pursues excellence as it explores creativity, creative problem solving, analysis and discovery. Through this exploration the College reaches out to individuals to affect personal, economic, and social change.

Values

The arts reflect and inspire our collective humanity. The arts enhance the quality of life for the community as well as the individual by providing life-long learning and cultural opportunities. The arts promote collegiality and collaboration. They foster understanding and tolerance of

social and cultural differences and an appreciation of the complexity of the human experience. As the only college of fine arts in Kentucky, the College takes its responsibility to foster, promote, advocate, create and educate about the arts for the benefit of the Commonwealth as the heart of its mission.

Units Within the College

The College is comprised of four academic units that directly serve the mission of the College: the Department of Arts Administration, The School of Music, The School of Art and Visual Studies and the Department of Theatre and Dance. The College also is responsible for the Singletary Center for the Arts, the College's performing arts facility, which supports the School of Music and presents national and international artists and speakers, and the University of Kentucky Art Museum that promotes visual culture and understanding within and outside the University. Both institutions facilitate the College's mission to provide artistic and cultural experiences for the education and benefit of students, the University, and the Commonwealth.

Diversity Statement

The College of Fine Arts values and honors diverse people, experiences and perspectives, and intentionally fosters an environment of diversity and inclusivity. The College promotes equality, fairness and respect for all faculty, staff, and students, their cultural traditions, beliefs, histories and communities.

STRATEGIC PLAN 2015-2021

The College of Fine Arts' strategic plan is a product of over two years of discussions and planning efforts involving faculty, staff, students, and administrators from all units in the College. The plan has been developed in light of an acknowledged changing culture for higher education in America and at the University of Kentucky. The overall goals of the plan are to maximize efficiencies in the College, to address its most salient needs, and to provide an outline for exploiting current and future opportunities to improve its research, teaching, and service missions. Our strategic objectives align with the University of Kentucky's strategic planning. We seek to promote undergraduate student success, to enhance graduate education, to foster diversity, inclusivity and positive work environments, to strengthen the intellectual and creative research of faculty and students, and to continue our long tradition of engagement with the local, regional, national and international communities.

Undergraduate Student Success

The College of Fine Arts is dedicated to preparing our graduates to make the world a better place.

Strategic Objective: Create vibrant undergraduate learning environments

Strategic Initiative #1: Create means to inspire, empower and measure student achievement.

Action step #1: Faculty and administrative staff will work together to determine the most appropriate means for the College to measure student success based on short-term and long-term career objectives as well as to set realistic goals for the College to achieve in regards to retention and graduation rates based on programmatic priorities and available resources. We will create a college-wide exit interview and be more proactive across the College in collecting alumni information regarding such matters as job placement and graduate school acceptance, to create in effect a CFA Alumni network. We will foster a heightened awareness among faculty of DEW rates and improve faculty and staff interactions with students in academic and/or financial distress.

Action step #2: Bolster recruitment efforts to more effectively market our contemporary curriculum in order to create a strong and diverse applicant pool, and, through its development efforts, seek to enhance scholarship resources for students in all majors.

Action step #3: Enhance advising efforts in a collaboration between professional advisors and faculty, to ensure on the one hand that students take the appropriate courses in a timely fashion necessary for graduation, and on the other hand, to provide the mentoring to help students make wise academic decisions based on career ambitions.

Action step #4: Implement a CFA Living-Learning Community and continue to foster its partnerships with other colleges' LLCs.

Action step #5: Add the Strategic Plan diversity statement to the CFA and unit websites; participate in recruitment events aimed at attracting a diverse

application pool; advertise graduate programs to minority arts organizations and institutions of higher education; and establish relationships and partnerships with non-traditional external organizations (e.g. military, healthcare, etc.).

Strategic Initiative #2: Create 21st-Century curricula that respond to changing professional environments, incorporate leading national pedagogical models, and address student expectations regarding the value and purpose of their college degrees.

Action step #1: Use degree program assessments within the college to conduct curriculum audits to better understand whether the respective programs are up-to-date in regards to creating and refining the creative, intellectual and communicative skills students will need to realize their career aspirations.

Action step #2: Offer new, innovative curriculum and instruction-related activities such as a college-wide course or series of workshops in arts entrepreneurship and professional practices and more effectively share technological expertise and resources across the college in support of the curricula, by providing, for example, college-wide subscriptions to software, and creating opportunities for sharing expertise and training.

Strategic Initiative #3: Encourage greater communication and collaboration among units in the college and community arts constituents.

Action step #1: Promote team taught/short courses, conferences, workshops, events, and performances. To that end we will create a Coordinator/Director position when funding becomes available in the college for Interdisciplinary Projects and establish a standing College Committee for Interdisciplinary Collaboration.

Action step #2: Create a catalogue of faculty expertise, current research and teaching interests to be used for presentations within the college and beyond (as guest lectures in classes and public workshops).

Action step #3: Create capstone projects within current courses (such as applied lessons, studio, etc.) that involve community engagement, internship, etc. as well as comply with and become an Honors section of the course.

Additional Metrics:

- #1. The College will increase the number of CFA students participating in the University's Honors Program. CFA will also encourage faculty participation in the Honors Program.
- #2. The College will add a third student advisor and professionalize student advising across the College. This will most likely be a response to the Provost mandate that faculty not advise. The current metric is 1 advisor to 281 students. The initial target is 1 advisor per 250 students.
- #3. Develop an assessment process to analyze what is working in academic advising and what needs improvement.
- #4. Involve College and faculty advisors in first-year Foundation courses.
- #5. In Spring 2016 CFA had 31 international students. The College will continue to collaborate with our partner, Inner Mongolia University, and to look for opportunities at other international institutions to create and implement 2+2 and 3+1 agreements.
- #6. The College will continue to work with the International Center and other international educational experience providers so that by 2020 the majority of CFA majors will have had some form of education abroad experience.
- #7. The College will raise its 2nd Fall retention rate (rising Sophomores) within CFA to an 80% average by 2018 and to 83% by 2020. The College will raise its 3rd Fall retention rate (rising Juniors) within CFA to a 72% average by 2018 and to a 75% average by 2020. The College will raise its overall 5-year graduation rate to 58%. The College will raise its overall 4-year graduate rate to 45%.
- #8. Increase the number of majors in the College by 100 students by 2020.

Graduate Education

The College of Fine Arts aims to improve its visibility in Kentucky, the United States and internationally for graduate education in the arts, to recruit the best and most diverse graduate students possible, to reduce time to graduation rates, while increasing our graduates' satisfaction with their degrees.

Strategic Initiative #1: Increase visibility of faculty and graduate student research and creative activity.

Action step #1: Showcase graduate research through an enhanced College web-presence and create graduate student accomplishment-focused annual reports.

Action step #2: Retain accreditation of the College's academic units.

Strategic Initiative #2: Enroll the most diverse and competitive student body through active recruitment.

Action step #1: Develop strategic, market-driven funding packages for graduate students by supporting the UK Graduate School's aim to bring College TA/RA stipends to benchmark status.

Action step #2: Ensure competitive stipends and fair workloads in comparison to competitive graduate programs, which may require enrolling fewer graduate students with stipends.

Action step #3: Create the expectation in our degree programs that students pursue and hopefully win external awards.

Action step #4: Add the Strategic Plan diversity statement to the CFA and unit websites; participate in recruitment events aimed at attracting a diverse application pool; advertise graduate programs to minority arts organizations and institutions of higher education; and establish relationships and partnerships with non-traditional external organizations (e.g. military, healthcare, etc.).

Strategic Initiative #3: Enhance the academic reputation of all graduate degree programs.

Action step #1: The College will establish metric baselines for selectivity, yield, time to graduation, and job placement rates and will launch CFA unit "dashboards" to display metric information on website.

Action step #2: Create unit targets for metrics on an annual basis and implement system for tracking metrics on consistent and cohesive basis.

Action step #3: Encourage high standards via the reporting of unit achievement on metrics through public communications (e.g. website, brochures); we will similarly increase visibility of student achievements (e.g. external grants, scholarship awards, conference presentations, performances, presentations and job placements).

Action step #4: Implement and administer fair yet rigorous standards across all graduate degree programs to encourage academic progress of graduate students.

Action step #5: Faculty and administration will work with CFA development office in order to create new funding streams to enhance graduate education initiatives and advocate funding increases for CFA graduate student initiatives across all graduate degree programs.

Strategic Initiative #4: Improve the operating efficiency of the graduate degree programs

Action step #1: We will make a College-wide effort to set clear expectations and guidelines for students to earn their degrees while making the best use of their time and academic resources via the creation and dissemination to all incoming graduate students in the CFA of graduate student handbooks by 2016.

Action step #2: We will work to streamline Graduate School processes within the CFA and units (e.g. TA placement, scholarship awards) by creating a checklist for graduate school processes involving multiple individuals including TA placements and scholarship awards.

Strategic Initiative #5: Increase graduate student satisfaction.

Action step #1: Implement a CFA graduate student exit survey by spring 2017; current graduate students' needs will be addressed according to survey results.

Action step #2: Implement professional development programming throughout academic careers in order to prepare students for job placement; we will create professional development workshops for graduate students and develop a database to track job placement milestones by 2017.

Additional metrics:

Participation of at least 5% of graduate students in international study/research experiences by 2020.

Graduate students should have at least one performance, exhibition, professional presentation, or publication prior to graduation.

Creative Research and Scholarship

Research needs to be a much higher priority in the College of Fine Arts than it has heretofore been. We need faculty to unite in striving towards the creation of more ambitious, collaborative,

and impactful research projects. We also will require the College administration to place a noticeably higher value on research through the creation and enhancement of recurring and non-recurring CFA and Unit funds specifically devoted to the support of traditional academic research, performance-based research, and collaborative, interdisciplinary initiatives. The overall goal of the College of Fine Arts is to cultivate an environment that promotes robust scholarship and achievement in the arts and related fields, deepens artistic, historical, and multi-cultural understanding, and demonstrates ways that the arts can further enhance lives within the University, Commonwealth, nation, and beyond.

Strategic Initiative #1: Build clusters of research strength. In order to increase research and creative activity as well as promote such activities effectively, the College of Fine Arts must enhance current practices and areas of strength while also promoting new research endeavors.

Action step #1: Identify, support, promote, and publicize the active, ongoing research projects within the CFA. Descriptions of ongoing research projects and ideas for future projects that are reported by faculty members in annual or bi-annual Teaching Portfolios will be reviewed by Department/Unit Chairs or Directors, who will present assessments of the merits of these projects to the CFA Associate Dean for Research and the CFA Dean.

- a. A minimum of six outstanding research projects or initiatives (two from each Unit) will be identified, promoted, and publicized each academic year via CFA web pages, the College Congress, Dean's Letter, and other appropriate venues, such as an annual report.
- b. A CFA Committee for Research will be formed and chaired by the Associate Dean for Research, who will be responsible for promoting and communicating current initiatives and research efforts to administrators and faculty of the CFA and to the Communications Director on a monthly basis. The Communications Director will publicize new research initiatives within and without the University.

Action step #2: Enhance existing research alliances and encourage new research initiatives, particularly those that are collaborative in nature and that seek to sponsor and promote interdisciplinary research within and across university departments, as well as collaborations with national and international researchers and related organizations beyond UK, and to coordinate efforts with strong programs and centers with interdisciplinary components within the CFA.

Strategic Initiative #2: Bolster research support systems that help to increase research and scholarly activity. In order to increase research initiatives, the CFA must establish research development as a high priority, reinforce and seek new funding sources, work towards enhanced connections between existing support systems in the University, the CFA, and the community, and improve faculty accessibility to new and existing resources.

Action step #1: Encourage all aspects of scholarly and creative research through increased funding and greater internal awareness of College faculty research efforts.

- a. In order to achieve these overarching goals, research funding should be made a higher priority by the Dean and unit heads.
- b. Unit heads will draw data about funded and unfunded research projects from Teaching Portfolios, as well as reports by division heads submitted at regular faculty meetings, and communicate this data to the Associate Dean for Research.
- c. The Associate Dean for Research will assemble the data and provide an annual report on active and completed research of all units, as well as research funding that has been awarded over the previous year.

Action step #2: Actively promote and communicate CFA research initiatives and development of grant proposals, applications, and awards, with the support of unit heads, the Associate Dean for Research, the CFA Committee for Research, and the Communications Director, beginning with the steps below:

- a. Create a CFA “Research Resources” Web page, with links to UK and national resources related to the preparation and awarding of sponsored and individual grants, fellowships, and research projects in the arts and humanities and related fields, along with guidelines for the proposal-to-award process.
- b. Hold bi-annual information sessions and workshops on grant development at faculty and College meetings, to be led by the College Grants Officer, Office of Sponsored Projects, and/or members of the Office of Proposal Development, as appropriate.
- c. In coordination with the Associate Dean for Research and the CFA Communications Director we will create a list of grants and fellowships awarded to CFA faculty for the CFA Web site, as well as create regular “feature spots” on the CFA and Unit web pages that highlight individual and collaborative research projects.

Strategic Initiative #3: Diversify research funding streams.

Action step #1: Identify internal and external funding sources in collaboration with the Office of Proposal Development.

- a. We will work with local, state, regional, and national organizations to identify potential funding sources with special emphasis on new resources.
- b. The CFA Committee for Research and Associate Dean for Research will maintain a database of funding sources, potential mentors, and potential collaborators. This list will be updated bi-annually.

Action step #2: Identify faculty, staff, university, and community mentors who can provide needed assistance to newer faculty in the development of applications for funding resources.

Action step #3: Identify and promote collaborative projects in order to increase access to more diverse funding streams (e.g., collaborative projects with other colleges and units across campus).

Strategic Initiative #4: Promote research with a high impact on the community. The College could increase its impact on local communities by actively developing and coordinating research that involves and intersects with organizations and individuals within Lexington and the region.

Action step #1: Promote and publicize faculty and student research and creative activity that has direct and indirect value to the Commonwealth and beyond.

Action step #2: Create a new UK Arts Council, an alliance of representatives from art, music, theatre, and dance within the College of Fine Arts, along with representatives of the Singletary Center, Art Museum, and varied Arts organizations of Lexington, in order to promote greater communication of ideas, partnerships, and programming at UK and within the community.

- a. Our goal is to have at least three “town and gown” collaborations each year.
- b. By Fall 2017, each unit will appoint a faculty representative to serve on the UK Arts Council, and the Associate Dean for Research will invite representatives of outside arts organizations to participate on the Council. Meetings of the Council will also be set and convened by the Associate Dean for Research.

Community Engagement

CFA faculty and staff may confuse performances and similar events open to the general public as community engagement. Our musical, theatrical and dance performances, exhibitions and lectures all richly contribute to the cultural life of the University and the region. We certainly do represent an important “face” of the University in this respect, but we need collectively to develop a better understanding of what community engagement means for College students and faculty and to act more aggressively on this better understanding. This means embracing the Carnegie definition of community engagement as “the mutually beneficial exchange of knowledge and resources in a context of partnership and reciprocity.” The College offers a variety of programs, classes and small-scale projects that meet this definition. The College also has a few individuals who provide their expertise on community boards, committees, and commissions. But there is room for the College to be more open to dialogue and less unidirectional in its activities. We can foster better communication through various media technologies and extend the value of various public events by creating educational supplements that might be used by area teachers.

Strategic Initiative #1: Improve our communication efforts to help open future community engagement projects.

Action step #1: Devote a portion of its website to listing resources for development of community engagement projects and possible organizational partnerships.

Action step #2: Create a faculty/staff/student committee that will work to develop workshops, seminars, and training sessions leading to community engagement partnerships. Individuals currently active in such partnerships will share their experiences, skills, and knowledge with the committee and through the committee to the College generally.

Action step #3: Set aside a small funding pool to aid individuals who engage in such activities via an annual application process. As part of the College’s annual awards, the College will acknowledge the work of individuals engaged in this manner. For faculty such activities should carry weight and be acknowledged during promotion and tenure reviews.

Action step #4: Increase communication between CFA and the Kentucky Arts Council in order to provide additional advice, support, and mentorship in building community engagement partnerships. To this end CFA may want to host community forums to get a greater sense of what kinds of collaborations, programs, and services are of community interest.

Strategic initiative #2: Increase student involvement in community engagement projects.

Action step #1: Encourage faculty to develop new courses under a community engagement or service learning designation.

Action step #2: Adjust CFA curriculum so that 3 of the 6 required credit hours in the College outside of the student's major should consist of a service learning course (taken either within or outside the major).

Action step #3: Develop a variety of motivational strategies to promote community outreach programs as enticing, magnificent social opportunities and opportunities for students to excel as leaders. Other motivational strategies may include introducing community outreach initiatives through the granting of scholarships that would be available for all fine arts majors to cultivate their interest in the matter.

Positive Work/Life Environments

Each staff and faculty member directly serves the mission of the College. As an institution of learning, UK is challenged to not only educate and develop students but also to create an infrastructure that allows employees to grow, develop and succeed. Building a positive work environment requires group effort and must be comprised of both staff and faculty stakeholders who are committed to fostering a meaningful, collaborative, positive workplace by promoting inclusivity, diversity, career development and quality working conditions.

Strategic Initiative #1: Develop systematic tracking efforts to improve awareness of work environment conditions in CFA.

Action step #1: Track the state of working conditions in CFA from improvements to its physical environment to faculty and staff participation in UK@Work surveys. We will also use demographic profiles from UK@Work surveys to measure success with more diverse hiring and decreases in pay disparities and in particular track the percent of employees retained by CFA from one year to the next by rank and key categories (to include diversity) and measure success for better retention.

Action step #2: Track faculty and staff self-initiated professional development goals.

Action step #3: Develop an exit interview system to understand why employees leave CFA as well as benefiting from positive feedback from these interviews.

Strategic Initiative #2: Increase opportunities for shared knowledge and interpersonal awareness among all faculty and staff including academic and non-academic units.

Action step #1: Inaugurate a common lunch hour and simple brown-bag lunches hosted by different areas of the College.

Action step #2: Arrange for various units and programs to host tours and comparable get-togethers for faculty and staff.

Action step #3: Develop plans for a common project for all staff and faculty who wish to participate for the good of our local community.

- a. Create a faculty/staff committee to explore opportunities for community engagement.
- b. Build interpersonal relationships through engagement in socially meaningful endeavors.

Action step #4: Continue to implement and inform faculty about policies and procedures for the College that relate to workflows, troubleshooting, customer service expectations, procards, faculty travel, new hires, etc.

- a. Survey faculty about procards, travel grants, the hiring of independent contractors, etc. to ensure they understand procedures and policies
- b. Offer training based on survey data as needed
- c. Add documents to website for resources

Strategic Initiative #3: Sponsor more professional training and development opportunities and continue to invest in professional training and development for staff and non-tenure track faculty.

Action step #1: Invite HR's professional development and training programs into the College. We will send a faculty/staff team to HR's Experienced Leader Academy and recognize college members participating in such HR training as senior leaders who will then act to provide orientation and mentorship for new hires as well as passing on systemic and day-to-day operational knowledge.

Action step #2: Foster better communication between administrative leadership and staff, providing regular honest, respectful feedback on staff performance, criticism where necessary and praise as warranted.

Action step #3: Faculty will put at least their 2016-2018 scholarly and/or creative research activities on Digital Measures and will continuously update their dossiers on Digital Measures after 2018. (The College will assist faculty in this process.)

Strategic Initiative #4: Create a community of citizens, in which all faculty, staff, and students regardless of their title, background or identity believe they share a common purpose.

Action step #1: Improve the flow of information regarding policy and procedure decisions by the College's administrative leadership via Dean's Update Issues archived on CFA website.

Action step #2: Give new hires an orientation that includes tours of all units (administrative and academic) and introductions to college-level committees.

Action step #3: Increase faculty and staff diversity and diversity awareness.

- a. Make diversity hires a continuing priority of the College in all its units.
- b. 100% of CFA administrative leadership will participate in Unconscious Bias Training.
- c. Achieve representation on UK Diversity Committee.

Action step #4: CFA will actively promote its commitment to diversity and inclusion through College-controlled media.

Action step #5: CFA will demonstrate its commitment to diversity and inclusion by taking the necessary steps to ensure the most diverse candidate pool possible when making faculty and staff hires.

Strategic Initiative #5: Improve staff conditions and College representation

Action step #1: Continue efforts to foster employee accountability and productivity by providing programs of ongoing assessment for all faculty and staff (including but not limited to faculty/staff awards).

Action step #2: Gather info on flextime and other Work/Life solutions & encourage options for staff

Action step #3: Involve staff in College decision-making processes

- a. Solicit staff feedback on important action items confronting the College.

- b. Ensure staff participation on important committees, such as College-wide search committees, advisory councils, etc.

Strategic Initiative #6: Continue to work to improve the College's infrastructure

Action step #1: Work to concentrate development efforts to raise at least some of the funds necessary for major capital improvements.

Action step #2: Continue to remind the University of the College's decaying and space constraining facilities.