

College of Fine Arts and Communication Strategic Academic Plan 2012-2017

I. Introduction

State your department/school/college mission statement.

Our mission is to advance unique forms of human expression (through the fine arts and communication) that prepare students to think critically, enrich society, and develop rewarding careers. Our mission is enacted when we:

- **Create** optimal opportunities and conditions for learning that empower graduate and undergraduate students to complete their degrees.
- **Make** significant teaching, research, and creative contributions that define us as the destination for faculty, students, staff, and audiences.
- **Foster** a constructive workplace environment that encourages and facilitates the contributions of individuals and groups.

Outline briefly your “vision” for the 2012-2017 planning cycle.

Our vision is to become nationally recognized as a premier College of Fine Arts and Communication that is the destination for faculty, students, staff, and audiences. We strive to:

- **Create** an innovative and relevant graduate and undergraduate curriculum that prepares students to be successful fine arts and communication professionals as well as engaged and responsible citizens who make significant contributions to their families and communities.
- **Recruit** and retain faculty who identify as both teachers AND active researchers/creative artists and who value infusing their teaching with their research and creative activities.
- **Provide** students with pre-professional preparation that is grounded in a liberal arts education.
- **Develop** industry standard instructional, research, and performance spaces that maximize learning, showcase faculty, staff, and student work, and attract audiences.

Using University goals and initiatives as a guide, list and briefly describe your top five priorities for the 2012-2017 planning cycle and indicate the university initiative/goal to which the unit's initiative is linked.

1. **Elevate the Fine Arts (Performing and Visual) and Scholarly/Creative Research.** With the building and opening of the new Performing Arts Center (PAC) in the Spring of 2014, the college will have a unique opportunity to showcase the performing and visual arts on the campus and in Central Texas. The new PAC (and the future construction of the new Music Building) will serve as an "arts gateway" bridging the San Marcos community with the campus. Initiatives that will help elevate the Fine Arts include adding a staff to manage and operate the PAC (three of four positions completed), developing new graduate (MFA Theatre) (completed) and undergraduate (BA Art History) (completed) degree programs, offering culturally relevant programming that reflects our status as an Hispanic Serving Institution, procuring new automated systems to manage all performance venues and seat inventories (completed), and designing a series of branded and themed grand opening events (completed). Initiatives to elevate scholarly/creative research include working with the Associate Dean of Scholarly Research and Academic Affairs to procure external funding, develop a research infrastructure (new), and explore the possibility of a DMA in Music (2016 Table of Programs) (ongoing). In addition, the School of Art and Design will begin to explore avenues for expanding their graduate offerings; they will assess the viability of adding an MA in Art Education, an MA in Art History, and/or an MFA in Photography. Likewise, the Dance Division will begin to explore the viability of adding an MFA in Dance. (New) (Goals 1.2, 1.3, 1.4, 1.5, 2.2, 2.7, 3.4, 3.9, 4.1, 5.2, 5.4, 5.5)
2. **Elevate the Study and Research of Communication.** As a way to strengthen the visibility of our Communication programs, meet the needs of a 21st century communication professional, and work toward a future College of Communication, the College of Fine Arts and Communication will begin examining ways to develop a research infrastructure (new; partially complete via C3 Research Center) to support procuring external research funding and increasing research productivity by networking faculty into research clusters examining areas of common interests and problems, such as intercultural communication, strategic communication, political communication, health communication, and use of digital and social media. (Ongoing with slight modification) In addition, the Department of Communication Studies, with courses and support as appropriate from other academic units in the College and across the university, proposes a Ph.D. in Communication and requests that it be formally added to the University's Strategic Plan. (New) (Goals 1.2, 1.3, 1.4, 1.5, 1.6, 1.9, 2.2, 2.7, 3.4, 3.9, 4.1, 5.2, 5.4, 5.5)
3. **Enhance Teaching and Learning.** Enhancements to teaching and learning include recruiting and retaining high-quality faculty, implementing enrollment management strategies, monitoring balance between adjunct and tenure/tenure-track faculty, preparing graduate teaching assistants for the classroom, mentoring assistant professors through the tenure and promotion process, while making undergraduate and graduate on-line courses available in the college to help students complete their degrees in a timely manner (Ongoing, with slight modification). Attention will be given to internationalizing the curriculum within the college by inviting international guest artists and faculty to campus, recruiting international students, developing faculty exchange programs, and encouraging faculty and students to study abroad. (Ongoing) (Goals 1.2, 1.5, 2.8, 3.7, 3.9, 5.7)
4. **Expand Instructional, Research/Studio, and Performance Spaces.** To accommodate our high enrolling programs in the School of Art and Design, we are requesting a renovation of the Mitte Building to better utilize the existing space (Partially complete; ongoing). We are also requesting adding an additional computer lab to the School of Journalism and Mass Communication, completing an expansion plan to increase practice rooms, instructional space, and offices for the School of Music, and seeking additional office, rehearsal, and storage space for the Department of Theatre and Dance (ongoing). Additional storage space is needed for the Performing Arts Center; in addition, Theatre, Dance, and Music all need more rehearsal space. The School of Journalism and Mass Communication is in need of single dedicated space for the

entire unit; in the interim the School has submitted requests to repurpose Old Main 320 and to conduct a space analysis to combine the location of the University Star and the radio station thereby freeing up space in Old Main. As the university moves towards National Research University status, the School of Art and Design would like to explore possible spaces for an art museum. In addition, the College is in need of a larger classroom to serve multiple units. (New) (Goals 1.2, 1.3, 1.4, 5.4)

5. **Increase the Visibility of Faculty and Programs.** Partnering with University Advancement, the college will work to name its three schools, fund “signature” programs, increase student scholarships, add endowed chairs, and increase external funding for the College. (Ongoing) (Goals 1.3, 1.4, 1.6, 2.3, 3.8, 5.6, 5.11)

Based on unit goals, list the number of new (not replacement) faculty lines you plan to request in the 2012-2013 academic year and in the remaining 2-5 years.

2012-2013

- Department of Theatre and Dance: 1 Tenure Track Position (Directing) (Completed)
- School of Art and Design: 3 Tenure Track Positions (Photography (completed), Art Education (moved lower), Art History (completed), 1 Lecturer or Staff (Faculty Technician in Studio Art. This position is critical to ensure student safety) (ongoing with modification)
- Subtotal of 4 Tenure-Track Positions, 1 Lecturer

Remaining 2-5 years

- Department of Communication Studies: 1 Tenure Track Position, 2 Lecturer Positions
- Department of Theatre and Dance: 3 Tenure Track Positions (Design, Dance, Singing/Speech), 3 Lecturer Positions (Dance, Costume, Tech Direction (completed)
- School of Art and Design: 4 Tenure Track Positions (Photography, Drawing, Painting, Interactive Design)
- School of Journalism and Mass Communication: 3 Tenure Track Positions (Digital Media, New Media, Strategic Communication), 1 Lecturer (Visual Media/Communication/Technician); 3 Asst/Assoc Professor of Practice positions (Advertising, 2 Public Relations) (Reduced lecturer by 1; added 3 Professor of Practice)
- School of Music: 3 Tenure Track Positions (Jazz (completed via elevation of senior lecturer), Keyboard/Vocal Coach, Music Ed/Strings (completed via reallocation of tenure line due to retirement), 1 Lecturer (Latin Music/Outreach)
- Subtotal of 14 Tenure-Track Positions, 8 Lecturer Positions

Total Tenure Track = 18

Total Lecturers = 8 (down from 9)

Total Professor of Practice= 3 (New)

Based on unit initiatives outlined in your plan, estimate the total amount of new funding that your unit will realistically need in the 2012-2013 academic year and in the remaining 2-5 years.

Initiatives Needing Funding for 2012-2017

1. 4 new staff positions (Operations/Facilities Manager, Box Office Manager, Master Electrician, Sound Technician) for Performing Arts Center (@ 45,000 each/180,000) (Three of four complete; still need Audio/Video Technician)
2. New software system/platform to manage donor services for the Friends of Fine Arts and Communication, schedule all performance venues, and manage box offices and seat inventories of all performance venues (Complete)
3. Feasibility study/architectural planning for JCM building remodel to increase instructional space (Complete; 3-year renovation is in process)
4. Renovation and new equipment for new Media/Integrated Media Concentration in Art and Design (100,000) (Still needed)
5. Multimedia Computer Lab for School of Journalism and Mass Communication (56,500) (Still needed)
6. Musical Instruments for School of Music: Concert/Wind Symphony/Orchestra (254,000), Marching Band (175,000), Music Education (132,000), Practice Room Pianos (240,000); to date, Music has received approximately \$200,000 in new equipment and thus is still seeking \$600,000.
7. Media Equipment and Gear for School of Journalism and Mass Communication and student media (100,000) (Partially complete; in general, JMC will need approximately \$30,000/year to replenish/upgrade equipment)
8. Resources to develop or purchase Internet-based advising services including recordable Instant Message session software, such as BOMGAR, and Skype to conduct on-line advising sessions. (1500) (Cost estimate reduced; ongoing)
9. After using the facility for nearly a year, the users of the Performing Arts Center have discovered some gaps in equipment needs; costs are estimated at \$200,000. (new)

Subtotal = Approximately 1,247,500 (Dollar amount not updated)

2012-2013 Staffing

- Department of Theatre and Dance: 1 Tenure Track Position in Directing (50,000) and 3 MFA Graduate Assistants (@10,000 each/30,000).
- School of Art and Design: 3 Tenure Track Positions in Photography, Art Education, & Art History (@50,000 each/150,000), 1 Lecturer in Studio Art/Faculty Technician. This position is critical to ensure student safety (42,000)
- School of Music: 4 Graduate Assistants (@11,000/44,000)

Subtotal = 316,000 (Dollar amount not updated)

Staffing for remaining 2-5 years

- Department of Communication Studies: 1 Tenure-Track Position (@ 50,000), 2 Lecturer Positions (@ 42,000 each/84,000)
- Department of Theatre and Dance: 3 Tenure Track Positions in Design, Dance, Singing/Speech (@50,000 each/150,000), 3 Lecturer Positions in Dance, Costume, Tech Direction (@42,000/126,000), and 12 MFA Graduate Assistants (@13,000 each/156,00) (Updated from 10-12)
- School of Art and Design: 4 Tenure Track Positions in Photography, Drawing, Painting, and Interactive Design (@50,000 each/200,000), and 5 Graduate Assistants (@10,000 each/50,000)
- School of Journalism and Mass Communication: 3 Tenure-Track Positions in Multi-Media Journalism, New Media, and Strategic Communication (@60,000 each/180,000), 2 Lecturers in Visual Media/Communication/Technician (@42,000 each/84,000)
- School of Music: 3 Tenure Track Positions in Jazz, Keyboard/Vocal Coach, Music Ed/Strings (@54,000/162,000), and 1 Lecturer in Latin Music, Outreach (@42,000).

Subtotal = 1,228,000 (Dollar amount not updated)

Total = Approximately 2,791,500 (Dollar amount not updated)

State the facilities (e.g. offices, research and lab space, classrooms) that will be required for anticipated growth and new initiatives.

1. The School of Art and Design is requesting a reconfiguration of space in the Mitte Building to increase instructional/creative capacity. (In process)
2. The School of Journalism and Mass Communication is requesting an additional computer lab. The new B.S. curriculum that will be introduced in 2012-2013 is expected to make technology courses more available to students as electives, and demand for them is expected to grow significantly. An additional lab is likely to be needed to meet growing demand. The lab will be equipped with computer video-technology suitable for use as a convergent media center. (Still Needed)
3. The College is requesting to finish out the backstage 2nd floor of the Performing Arts Center. (It is in the architectural plans. The exterior construction is funded; the interior is still technically an “add-alternate.”) (Completed)
4. The Department of Theatre and Dance is requesting funding to support the development of the Jowers “dance wing,” which would include a convertible studio /performance space accompanied by dressing rooms, costume closet and box office/workspace. It would include a foyer with restrooms for audience members as well as one smart classroom and 3 additional dance offices. (Note: We are seeking external funding for this, with the idea being that it would be built atop the existing dance level at Jowers; it is a significantly lower cost option than the phase 2 (large hall and dance wing) proposal for the Performing Arts Center, which is probably more than a decade away.) (Still Needed)

II. Process

Describe, in a brief paragraph, the process used to develop your plan, including the nature and extent of faculty involvement.

I introduced the strategic planning process to the chairs and directors using information provided by the Provost as a way to frame our approach to strategic planning. After an initial discussion, chairs and directors were asked to inform their schools and departments of the process and timeline. I asked for a faculty-approved strategic plan from each of the five units on or before February 27, 2012. While the chairs and directors were working with their faculty to develop their strategic plans, I completed the refining of the vision/mission statements using language first drafted at a chair/director retreat conducted at the beginning of the Fall 2011 semester. This language was further refined after obtaining feedback from college council colleagues and after sharing with the college's faculty senators and liaisons.

To help guide the College's strategic planning process, I recommended the following set of benchmarks to the chairs and directors. I asked that they consider these benchmarks while guiding their faculty in the development of their schools and department's strategic plans: College of Fine Arts and Communication Benchmarking for Strategic Planning 2012-2017

- Maintain Freshmen retention at 82% (Texas State=78.7% for 2009) and increase Freshmen 6-year graduation rates from 58% (Texas State=55.4% for Fall 2004 Cohort) to 63% (which is the rate for Liberal Arts and Education).
- Increase distance education offerings by adding 2 appropriate on-line classes (1 required lower, 1 upper elective) in each of the five units of the college.
- Double the number of external grant applications for the college from 27 (2008-2012) to 54 over a five-year period to match the grant application activity of other mission-similar colleges.
- Increase graduate headcount so the percentage to the total enrollment in the college is more consistent with other mission-similar colleges (Liberal Arts = 17%, McCoy = 12%, FAC = 5%.)

After receiving the five units strategic plans, I synthesized the information into the college's strategic plan paying particular attention to initiatives that supported the mission and vision of the college and mapped to some of the aforementioned benchmarks.

A draft of the college plan was presented to the faculty at a College Forum on March 8 that was conducted between 12:30-1:30 in Old Main, room 320. A lite luncheon was also served to those in attendance. From this forum, a number of concerns/suggestions were shared and integrate, when and where appropriate, into the revised strategic plan document.

The revision of this Strategic Plan was discussed at a College Council retreat on January 15, 2015; follow-up discussions were held on February 12 and March 12, 2015.

III. Program Maintenance These last 3 pages have not been updated as they are largely reiterations of material in previous sections; one partial deletion is noted.

Maintenance Need	Reason for Need	Cost	Result of Funding
Funding for Adjuncts/Lecturers Comm Studies = 40,000 per year Theatre/Dance = 50,000 per year Music = 120,000 per year	Enrollment growth	210,000	Enhanced teaching and learning
Funding for Graduate Assistants Comm Studies = 14,000 per year Music = 44,000 per year	Enrollment growth	58,000	Enhanced teaching and learning
New computer lab in School of Journalism and Mass Communication	Due to enrollment growth and new BS degrees in JMSC where students will have to take 7 additional credit hours in the major, additional computer lab space will be needed	56,500	SJMC will go from 3 multimedia labs to 4 to better meet the demand from the 1871 majors and expected growth from the forthcoming changes in curriculum to BS degrees
Production Budget for Theatre and Dance	Increased cost of materials (fabric, wood, paint, etc.)	50,000	To maintain quality of productions and to accommodate the increase in the production schedule
Musical Instruments for School of Music: Concert/Wind Symphony/Orchestra (254,000), Marching Band (175,000), Music Education (132,000), Practice Room Pianos (240,000).	To enhance teaching and learning	801,000	Faculty will be able to reach their learning outcomes. Enhanced teaching and learning
Equipment and Gear for the School of Journalism and Mass Communication	To enhance teaching and learning by preparing students using industry-standard equipment	100,000	Faculty will be able to reach their learning outcomes. Enhanced teaching and learning
Equipment, supplies, and materials for the School of Art and Design	35% increase in majors over the last 5-years.	100,000	Faculty will be able to reach their learning outcomes. Enhanced teaching and learning
Equipment, supplies, and materials for the Department of Theatre and Dance	To upgrade lighting systems in Theatre Center and Jowers Dance Studios; Purchase Genie lift, which is a vital safety issue	100,000	To maintain quality of productions and to meet safety needs and standards
Choral risers, acoustical Shell and Cloud for Evans Auditorium (Risers and shell complete; cloud moved to low priority)	The current risers and acoustic shells are a health and safety risk. An acoustic cloud suspended over the stage is much more effective but also considerably more expensive.	87,000	Health risk will be removed. Set-up and tear-down will have greater efficiency for all university ensembles, touring productions, and general use. Acoustics will be significantly improved.

IV. Planning Categories

Dept.	Initiative	1 yr	2-5 years	New Resources Required	Cost	Source of Resources	Assessment Criteria	University Initiative
University Goal 1: Promote academic quality by building and supporting a distinguished faculty.								
College	Examine interdisciplinary opportunities in teaching and research in Communication Studies, Communication Design, and Mass Communication.		x	Faculty Release	Faculty Time	Department, Schools, and College	1. Report assessing the needs for a new degree program in Communication 2. Identifying learning outcomes for new degree 3. Identifying existing courses that meet identified learning outcomes 4. Hiring select faculty to meet new learning outcomes	1.4, 1.5, 1.6, 1.9
T/D T/D Music	MFA in Theatre (Directing) MFA in Theatre (Technical) DMA in Music (Latin Music)	x	x	Salaries for Faculty and Graduate Assistants	Faculty 100,000 GTA 130,000	University and College	Increase in graduate degrees	1.2, 1.5, 1.6
Art	MA in Art Education BA in Art History		x	Salaries for Faculty and Graduate Assistants	Faculty 50,000 GTA 50,000	University and College	Increase in graduate degrees	1.2, 1.5, 1.6
Goal 2: Provide opportunities for a public university education and contribute to economic and cultural development.								
College	Open new Performing Arts Center		x	4 staff for PAC	180,000		Successful opening in Spring 2014	2.2, 2.6, 2.7
College	Finish out the backstage 2 nd floor of the Performing Arts Center. (It is in the architectural plans. The exterior construction is funded; the interior is still technically an "add-alternate.")		x	Not yet determined	Not yet determined	External and VPAA	Increased instructional space and quality of productions	2.2, 2.6, 2.7
College	Partnering with University Advancement, the college will work to name its three schools, fund signature programs, increase student scholarships, add endowed chairs, and increase external funding to fully support The Center for		x	Not yet determined	Not yet determined	University Advancement/College	Increase in external funding	2.3, 2.6

	Latino Media and Markets.							
Goal 3: Provide a premier student-centered, educational experience that fosters retention and success.								
A/D	Conduct feasibility study and architectural planning for JCM building remodel to increase instructional/creative/research space		x	Not yet determined	Not yet determined	State/External	Expanded course offerings allowing students to graduate in a more timely manner	3.7, 3.9, 5.4
T/D	Conduct feasibility study and architectural planning to develop the Jowers "dance wing," which would include a convertible studio /performance space accompanied by dressing rooms, costume closet and box office/workspace.		x	Not yet determined	Not yet determined	State/External	Expanded course offerings allowing students to graduate in a more timely manner	3.7, 3.9, 5.4
Goal 4: Enrich our learning and working environment by attracting and supporting a more diverse faculty, staff, and student body.								
College	Increase select on-line course offerings to enhance degree completion and to meet faculty work/life balance needs		x					2.8, 4.2, 4.3, 4.4
Goal 5: Develop and manage human, financial, physical and technological resources effectively, efficiently, and ethically to support the university's mission.								
College	New automated software system/platform to manage donor services for the Friends of Fine Arts and Communication, schedule all performance venues, and manage box offices and seat inventories of all performance venues.		x	Funds to purchase software or university resources to develop automated systems using existing platform.	Not yet determined	University/College	Expanded services to Friends members and tighter control over seat inventory and revenue generated from seat inventory	5.9, 5.10, 5.11
College	New Music Building		x	Funding, Design	Not yet determined	President, State		5.9, 5.10, 5.11