

**College of Fine Arts and Communication**  
**Academic Plan 2017-2023**  
**Mid-Cycle Review 2020**  
*(Approved by the President's Cabinet on May 7, 2020)*

**I. Introduction**

State your department/school/college mission statement.

Our mission is to advance human expression (through the fine arts and communication), preparing students to think critically, enrich society, embrace diversity, and develop rewarding careers. 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 a destination for faculty, students, staff, and audiences.
- **Foster** a constructive workplace environment that encourages and facilitates the contributions of individuals

Outline briefly your “vision” for the 2017-2023 planning cycle.

Our vision is to enhance our reputation as a premier College of Fine Arts and Communication that is a destination for faculty, students, staff, and audiences. We:

- **Create** innovative and relevant graduate and undergraduate curricula that prepare students to be successful fine arts, communication, and media professionals as well as engaged and responsible citizens.
- **Recruit** and retain faculty who succeed as both teachers and active researchers/creative artists, who infuse their teaching with their research and creative activities.
- **Provide** students with rigorous professional preparation, grounded in a liberal arts education.
- **Develop** state-of-the-art 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 2017-2023 planning cycle and indicate the university initiative/goal to which the unit's goal is linked.

1. **Enhance Graduate Education** In accordance with the university's desire to increase the size of its graduate enrollment, the College will closely examine its graduate offerings and look for ways to provide additional support. The top priority is the establishment of a low-cost Ph.D. in Communication. (It will include courses in Communication Studies, Journalism and Mass Communication, and other units across campus as appropriate.) We wish to actively pursue an M.A. in Design Research and explore an executive-style, online M.S. in Digital Media Innovation. Units will also explore the feasibility of new graduate degrees such as a Doctor of Musical Arts, an M.F.A. in Dance (currently working on Marketability study), an M.F.A. in Art as Social Practice, and an interdisciplinary Diversity in Communication M. A. possibly an M.A. in Visual Studies or Curatorial Practiees. Journalism and Mass Communication is also exploring avenues for adding master's programs and/or concentrations that target existing undergraduate students and alumni, possibly in hybrid or online formats. Incremental increases in graduate enrollment will require additional resources in the form of scholarships/fellowships and graduate assistantships. More substantial increases will require detailed consideration of faculty and space. [University Goals 1, 2, and 3]
2. **Foster Student Success via Enhanced Teaching and Learning** Enhancements to teaching and learning include recruiting and retaining high-quality faculty, implementing enrollment management strategies, monitoring balance between non-tenure line faculty

and tenure/tenure-track faculty, preparing graduate teaching assistants for the classroom, and mentoring assistant professors through the tenure and promotion process. When appropriate, we will increase hybrid and on-line courses to help students complete their degrees in a timely manner. We wish to explore the viability of offering micro-credentials in select areas. As detailed in their individual plans, each unit is closely examining their curricula to ensure it remains fluid and flexible to meet the ever-evolving skills needed to prepare students for their chosen field. At the same time, we remain committed to help students be citizens of the world, and so collectively we seek to enhance opportunities (for both students and faculty) that internationalize the curriculum, increase Study Abroad opportunities, Study in America opportunities, internship opportunities, Fulbright opportunities, and international exchange programs. In addition, we must continue to support and enhance students' exposure to national and international guest artists and speakers via events such as Black and Latino Playwrights Conference, Stars At Night Concert Series, COMM Week, Mass Comm Week, the National Press Photographers Association Advanced Storytellers Workshop, the American Advertising Federation National Student Advertising Competition, Art and Design Lecture Series, Art Gallery Exhibitions, Feria del Mariachi, Eddie Durham Jazz Festival, International Piano Festival, International Choral Conducting Symposium, and TEDx. We seek to assist students across campus by enhancing our Communication Lab, while seeking increased use and collaboration with existing programs (such as Student Learning Assistance Center, The Writing Lab, Career Services) that foster student success. Potential new degrees include baccalaureate degrees in Music Therapy and Music Business, enhanced offerings in our Sports Media concentration, and revision of the Performance and Production degree in Theatre. (The initial revision resulted in the creation of an emphasis in Film Production; as that degree develops, we may look at creating a formal B.F.A. in Film Production.) We are also exploring the feasibility of re-adding our minor in Dance and in offering a completely online option for the B.A. Mass Communication General degree. [University Goals 1, 2, 3, and 4]

- 3. Elevate Scholarly/Creative Research** As the university moves towards National Research University Funding status and a Carnegie Foundation classification as a Doctoral University: Highest Research Activity, the College will continue its upward trajectory in terms of the national prestige of its scholarly/creative activity. Both faculty and students are excelling as artists and scholars. The recent creation of the College's Center for Communication, Collaboration, and Creativity (a.k.a. C3), along with its sponsorship of the CoSearch research start-up weekend has led to a significant increase in grant applications and funding (both external and internal) as well as interdisciplinary projects. By combining the research agendas of individual units and by developing interdisciplinary research projects, we are leveraging the "increased buying power" to negotiate lower prices for the use of Qualtrics. The Department of Communication Studies is completing and equipping a Bio Communications lab for research projects across a variety of disciplines. Likewise, the College expects to be a significant player in the university's new Translational Health

Research Institute. We will continue to focus on procuring external research funding and increasing research productivity by networking faculty into research clusters examining areas of common interests and problems, such as political communication, health communication, strategic communication, and use of digital and social media. Additional support for the School of Journalism and Mass Communication's Media Innovation Lab (MILab) will provide leadership in the area of experimental application of media practice and research (augmented/virtual reality, game development, strategic communication, etc.). The School of Art and Design's new Fabrication and Innovation Lab offers great potential for scholarly/creative research within the School as well as interdisciplinary projects across campus. To achieve these aims, the College will continue to recruit and retain faculty whose scholarly/creative profile embody the national standards to which the university aspires. [University Goal 3]

4. **Expand Instructional, Research/Studio, and Performance Spaces** In accordance with the Campus Master Plan, a new Music Building remains the top priority. A single, dedicated space for the entire School of Journalism and Mass Communication (2400 majors) is needed to meet the ACEJMC recommendations from 2008 and 2014. Renovations to Evans Auditorium are necessary. Substantial renovations to Jowers (for Dance) and Aqua Sports (for Theatre/Film courses and a TV Studio for Journalism and Mass Communication) are underway. Beyond these "big-ticket" items, each unit is facing shortages of instructional, office, research, rehearsal, and storage space. In their individual plans, each unit offers smart, efficient recommendations for ways to renovate or repurpose existing space, and so we will work through the Facilities Renovation process to achieve these goals. (See pp.6-7 for some details.) Communication Studies is adding office space in Nueces for graduate teaching assistants, and they have equipped more rooms with state-of-the-art collaborative technologies to enhance student learning and research. We are also exploring repurposing some existing space to create a Strategic Communication Lab that would provide creative/research space advertising/public relations students and their competitive teams. [University Goal 4]
5. **Increase Development** In their individual plans, both Music and Theatre/Dance list graduate and undergraduate scholarships as their top funding need. This fact highlights the urgent need across the College for increased scholarships at both the undergraduate and graduate level. Partnering with University Advancement, the college strives to make significant progress at increasing both its endowments and its pass-through monies for scholarships. To assist Advancement the College will create the collateral pieces needed for a "Development Menu" that highlights the major opportunities and needs, including, but not limited to, naming its academic units, supporting study abroad initiatives, endowing successful programs (ex. Black and Latino Playwrights Conference, International Piano Festival, etc.), adding endowed chairs and professorships, and exploring new funding opportunities (such as a Center for Political Communication, naming the Media Innovation Lab, naming the Art and Design Lecture Series, naming the

Aqua Sports Studios, etc.) [University Goals 1, 2, 3, and 4]

Based on unit goals, list the number of new (not replacement) faculty lines you plan to request in the 2017-2018 academic year and in the remaining 2-6 years.

**2017-2018**

Since we do not expect the university to allocate net new tenure-track lines for FY18, our priority is to secure permanent funding for full-time lecturers who are currently on temporary funding; likewise, when appropriate, the College seeks to continue to convert vacated senior lecturer lines into tenure-track positions so that we can have a more diverse faculty as well as a better balance between tenure-track and non-tenure track lines while also boosting research productivity.

**Remaining 2-6 years**

(In alphabetical order)

- School of Art and Design: 3 Tenure-track (Painting/Drawing, Foundations, Communication Design (Interactive), Design History, or Ancient Art History)
- Department of Communication Studies: 3 Tenure Track to support proposed doctoral program; 1-2 senior lecturers to support anticipated growth in majors and minors
- School of Journalism and Mass Communication: 5 Tenure-track (2 Digital Media, 2 Public Relations/Strategic Communication, 1 Multimedia Journalism/Sports); 1 lecturer (Visual Storytelling/Technician); 4 Asst/Assoc Professor of Practice positions (1 Sports Media, 1 Media Entrepreneur, 1 Public Relations, 1 Advertising)
- School of Music: 4-7 Tenure Track (Sound Recording Technology, Violin, Composition, Musicology, and depending on new degree approval Music Therapy, Music Business, and Choral Conducting)
- Department of Theatre and Dance: 2 Lecturers (Costume Technology, Production Management); 1 Tenure-track (Voice and Speech) and depending on new degree/concentration approvals Tenure-track in Dance, Lecturer in Movement, and Tenure-track in Projection Design and in Sound Design

**Total Tenure Track = 16-22**

**Total Lecturers/Practice = 8-10**

Based on unit initiatives outlined in your plan, estimate the total amount of new funding that your unit will realistically need in the 2017-2018 academic year and in the remaining 2-6 years.

### **Initiatives Needing Funding for 2017-2018**

#### **Pending One-Time Funding Requests**

Equipment for Art and Design Fabrication and Innovation Lab (\$50,000) (Complete)

Video and Camera Equipment for School of Journalism and Mass Communication, MiLab and Student Media (\$75,000) (Mostly Complete)

Lighting and Sound Equipment for Theatre and Dance (\$200,000) (Partial Completion)

Theatre Shop Equipment (\$50,000) (Mostly complete.)

Musical Instruments for School of Music (\$115,000) (Mostly complete)

Total= \$490,000

#### **2017-2018 Staffing**

- Art and Design: 3 Graduate Assistants
- Communication Studies: 5 Graduate Assistants
- Journalism and Mass Communication: 5 Graduate Assistants
- School of Music: 5 Graduate Assistants
- Theatre and Dance: 5 Graduate Assistants

Total = \$299,000 (using \$13,000/position)

#### **Staffing for remaining 2-6 years**

Tenure-Track positions (avg. \$60,000) = \$960,000-\$1,320,000

Lecturer Positions (avg. \$45,000) = \$360,000-\$450,000

Staff Positions: \$637,000 (Theatre Admin (\$36,000), 3 Production staff (\$135,000); Art Admin (\$36,000), Art Marketing/Alumni (\$36,000), Lab Technician (\$40,000); Music Admin (\$36,000), Music PR/Marketing (\$36,000), Piano Technician (\$48,000), Accompanist (\$36,000), Audio Engineer (\$40,000); SJMC Admin (\$36,000), SJMC Asst. Technology Coordinator (\$50,000), SJMC Outreach/Alumni Coordinator (\$36,000); Comm Admin to support doctoral program (\$36,000)

Total= Approximately \$2,000,000

Annual One-Time equipment= \$270,000/yr (Music= \$120,000/yr.; SJMC= \$50,000/yr.; Theatre/Dance \$50,000; Art \$50,000/yr)

Annual Funding for CoSearch Research Start-up Weekend= \$10,000/yr.

NOTE: Both Music and Theatre/Dance list graduate and undergraduate scholarships as their top funding need.

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

- New School of Music Building
- New single, dedicated space for the School of Journalism and Mass Communication
- Convertible dance studio performance space
- Renovations to Evans Auditorium
- Based on 2014 ACEJMC accrediting site visit, SJMC is looking to renovate former KTSW space on 3<sup>rd</sup> floor Old Main as well as Old Main 322, 324, and 326. The proposed renovations and/or repurposing will provide more office space for faculty and graduate students as well as modernized classroom. (Additional details in SJMC plan)
- Repurpose Old Main 234 into a flexible, modern classroom for SJMC
- SJMC needs to expand the back of Trinity to provide additional broadcast studio space as well as add a front, exterior student meeting space.
- SJMC will relocate faculty from Lampasas into Old Main faculty offices on the 2<sup>nd</sup> and 3<sup>rd</sup> floor, providing GIA/GTA space in Lampasas.
- Communication Studies seeks a remodel of Centennial Hall 318 to provide 3 new office spaces.
- To accommodate anticipated growth, Communication Studies seeks regular access to 60+ seat classroom; likewise, the proposed doctoral program will require an additional seminar room and some additional office space.
- Theatre seeks numerous renovations to the Theatre Center to better utilize overall space and to modernize facilities to meet the needs of a more innovative, technology-driven curricula/marketplace. The largest footprint, that would meet the greatest number of needs, is a renovation of the old Mainstage seating area to create one additional large classroom suitable for dance, movement and stage combat classes as well as rehearsal space, addition of 4-5 new faculty offices, creation of a props construction area with additional space for props storage. If the third floor were made accessible, a high-tech sound booth and sound-editing studio might be possible, along with individual practice rooms.
- Dance seeks a dedicated studio/performance space (with the latest LED wall technology), audience lobby and restrooms,

dressing rooms, costume storage, and box office/workspace. This would support the current production needs (7-9 concerts yearly), provide state-of-the-art learning opportunities, and is essential to the potential development of an MFA in Dance. The space would also provide opportunities for MFA Design students

- Renovation of Jowers softball locker room needs to provide 3-4 offices, Pilates studio, and smart classroom; if any existing walls can be removed, a studio and/or performance space may be possible. (In the process of getting the offices in the renovation of the locker rooms.)
- Dance and Theatre combined seek two additional classroom/rehearsal spaces (one of which might be carved out of a renovated old Mainstage seating area and Jowers renovation; see above). (Mainstage should be renovated this summer and the new Jowers studio should be completed this spring.)
- Theatre seeks approval for plan to renovate costume area of Theatre Center. Expansion of costume shop and addition of costume crafts shop to support growth in production program opportunities for undergraduate and graduate students and expected enrollment growth in the BFA in Technical Production. This space would service both dance and theatre needs.
- Theatre has detailed plans for an innovative, more technology-driven curricula for Film and Technical Production but lacks the full resources and facilities to implement. Primary needs are studio suites for film and sound, including editing booths, recording studios, and sophisticated teaching spaces for each area, supporting the rapid growth of student interest in these areas and expected expansions of the BFA in Technical Production and the MFA in Design with an emphasis on Sound Design/Technology and emphasis on Projection Design/Engineering. These spaces would also support continuing innovations in video dance as well as the urgent need to train actors for a thriving media-based industry. (Aqua Sports will go a long way to meeting these needs.)
- With nearly 750 majors, Theatre and Dance needs a 2nd computer lab to support technology-driven learning, including enhanced digital literacy as a part of story-telling. (Aqua Sports should answer this need.)
- Theatre seeks three to four small voice studios for individual student instruction and practice. [If accessible, this could be on 3<sup>rd</sup> floor of renovated Mainstage Seating.]
- Music seeks an indoor practice space for Bobcat Marching Band
- Music needs additional faculty and graduate assistant office space.
- Music needs additional seminar, rehearsal, and practice rooms.(Details in Music plan)
- Art seeks completion of their new Fabrication and Innovation Lab
- Renovation of JCM 1112 and 1113 into flexible learning spaces would double the teaching capacity for Art Education.

- JMCM 4127A, 4127B, 3102C, 3118, 1129, and 1130 could be remodeled to create more flexibility and collaboration across multiple degree programs.
- The recent remodel of Mitte and Sabinal addressed an urgent need for more efficient space reallocation, but Art and Design is still significantly below the Texas Higher Education Coordinating Board's space project model for gross square feet per major. Art and Design would like to increase its graduate offerings, but they need additional research/studio space for faculty, thesis, and graduate students. Any addition to Mitte should include common space for students and possibility more locker space for student's supplies.
- Studio art needs an additional painting/drawing studio.
- Art and Design seeks a mid-size classroom (80 seats) for teaching and presentations.
- Most R1s feature a university museum; this could be the floor of a building easily visited by the public or a partnership with the City of San Marcos (which is discussing the creation of an Arts District near downtown).

## II. Process

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

The Academic Planning Process was first discussed with Chairs and Directors during the Spring of 2016. Units were encouraged to start thinking about their goals and needs. Some units began in earnest with spring meetings, while others waited to begin the formal process with their August faculty meetings. As detailed in each unit's plan, each unit conducted a series of meetings with their faculty. (All faculty were invited and encouraged to be part of the process in their unit, and each unit's summary of their process indicates a strong degree of faculty participation.)

While the chairs and directors were working with their faculty to develop their strategic plans, the College leadership team refined the College's mission and vision statements.

The five units submitted their academic plans on approximately February 1. As Dean, I synthesized the information into the college's academic plan paying particular attention to initiatives that supported the mission and vision of the college and that mapped to university

goals. After individual meetings with chairs and directors, on March 9 the College leadership team collectively discussed the initial draft. From there, revisions were made and shared with Council for their feedback. Likewise, after a March 10 meeting with the Provost, further revisions were made.

The document here was then submitted on March 24 and served as the basis for a public presentation on March 30.

### III. Program Maintenance (Highlights from Section 1)

Maintenance Need	Reason for Need	Cost	Result of Funding
Funding for Per Course and Full-Time Lecturers as needed	Enrollment growth and increased class offerings due to cutting-edge curricula	Varies	Enhanced teaching and learning
Funding for New Staff Positions (Virtually every unit has expressed a strong need for an additional front office staff as well as one or more technical/production staff member)	Size of departmental staff has not kept pace with growth in enrollments and faculty positions	\$380,000 to \$640,000	Relief for overworked staff, better marketing, outreach, and Alumni relations. Enhanced experience for faculty, staff, and students.
Funding for Tenure-track Positions	Keep up with anticipated enrollment growth	\$600,000	Enhanced teaching and learning
Lighting and Sound Equipment for Theatre and Dance	Equipment in Jowers B178, old Theatre Main Stage and PSH Foundation is outdated	\$200,000 One-time	Conversion to LED will be a “green energy” initiative, while also providing students with current technology for both classroom learning and production work.
Musical Instruments for School of Music:	Standard Wear and tear on equipment	\$120,000/yr	Faculty will be able to reach their learning outcomes. Enhanced teaching and learning
Video and Camera Equipment for the School of Journalism and Mass Communication	Need industry-standard equipment to prepare students for ever-evolving marketplace	\$50,000/yr.	Faculty will be able to reach their learning outcomes. Enhanced teaching and learning
Equipment, supplies, and materials for the School of Art and Design	Periodic replacement of equipment in 24 computer labs, existing studio/lab space, and new Fabrication lab	\$50,000/yr	Faculty will be able to reach their learning outcomes. Enhanced teaching and learning

Equipment, supplies, and materials for the Department of Theatre and Dance	Periodic replacement of film/video equipment and shop equipment to support Technical Production degree, departmental productions, and film/video-based courses	\$50,000/yr	Enhanced teaching and learning
Annual Funding for CoSearch	Hosting of the annual CoSearch Research Start-up Weekend that serves faculty across campus	\$10,000/yr	Increased grant applications, interdisciplinary research, and grant-funded activity

APPROVED

**IV.Planning Goals (University Goal Statements) (Highlights from Section 1)**

Dept.	Unit Goal	1 yr	2-6 years	New Resources Required	Cost	Source of Resources	Assessment Criteria	University Initiative
<b>University Goal 1: Promote the success of all students</b>								
Communication Studies	Enhance University-Wide Oral Communication Competence	X	X	Graduate Assistants and Space for COMM Lab	\$85,000	VPAA and Student Service Fees	Number of students enrolled in the program Assessment rubrics	1.1, 1.3, 1.6, 1.7, 1.8
Theatre/Dance	Seek additional funding for scholarships, research, and international travel for graduate and undergraduate students	X	X	Yes	\$150,000/year (graduate scholarships); \$50,000/yr undergrad \$40,000/year (student travel, conference fees, etc.)	External and VPAA	Number and quality of applicants. Number of MFA degrees conferred. Employability after graduation.	1.1, 1.3, 1.4, 1.7, 1.8 (as well as 1.6, 2.7, 3.3, 3.5)
Music	Dramatically increase music endowments and annual gifts, primarily for <b>scholarships</b> .	X	X	Endowment and/or annual funds	Goal of \$10M endowment and/or \$500K/yr	External gifts	Number and size of annual scholarship awards and quality of student	1.4
All Units	Scholarship and Student Success Programming (see. pp. 2-3)	X	X	Endowments and Annual Gifts	Goal of \$20M in Endowments	External Gifts	Number of annual scholarship awards, quality of student, quality of guests, artists/speakers	1.1, 1.3, 1.4, 1.7, 1.8 (as well as 1.6, 2.7, 3.3, 3.5)
<b>University Goal 2: Offer high quality academic and educational programming</b>								
Communication Studies and Journalism and Mass Communication	Doctoral Program		X	Doctoral Teaching Assistants, Tenure-Track Faculty,	<del>0-\$200,000</del> <del>-\$600,000</del>	VPAA Income generated from the program <u>Salary savings and ECF</u>	Number of students enrolled in the program, national ranking, job placement, assessment	2.1, 2.2

				Admin, Space, M&O			rubrics	
All Units	Renovation Projects (see p.6-7)	X	X	Yes	Estimates Needed	HEAF	Number and quality of applications. Retention and graduate rates. Employability of graduates.	2.1, 2.4, (as well as 1.1, 1.3, 1.6, 1.8, 1.11, 3.1, 3.3, 3.5)
<b>University Goal 3: Achieve significant progress in research and creative activity as measured by national standards.</b>								
All Units	Funding for Tenure-track Positions		X	Yes	\$600,000	VPAA	Increased national research profile	3.1, 3.2, 3.5 (as well as 1.6 and 2.1)
<b>University Goal 4: Provide the necessary services, resources, and infrastructure to support the university's strategic direction.</b>								
Music	Construction of a new Music Building		X	New construction funding	Estimate Needed	TRB, HEAF	Quality of learning environment, working environment, quality of public audience experience	4.11, 4.12 4.13
All Units	Renovation Projects (see p.6-7)	X	X	Yes	Estimates Needed	HEAF	Number and quality of applications. Retention and graduate rates. Employability of graduates.	2.1, 2.4, (as well as 1.1, 1.3, 1.6, 1.8, 1.11, 3.1, 3.3, 3.5)