

College/Division Name: College of Fine Arts and Communication
2-year Review of 2012-2017 Plan

College/Division Mission:

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.

College/Division Goals:

1. **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.
2. **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.
3. **Provide** students with pre-professional preparation that is grounded in a liberal arts education.

Top Five 2012-2017 Strategic Priorities for Remainder of Planning Cycle:

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)