

COLLEGE OF THE ARTS STRATEGIC PLAN DESIGN | ART | PERFORMANCE

THE STRATEGIC PLANNING PROCESS

The College of The Arts, with the direction of Dean Chris Garvin, began a college-wide strategic planning process in 2021. The goal was to design a framework for leveraging strengths; optimizing competitive advantage; building diversity, supporting research/professional practice; and making local, regional, national, and global impact in parallel with the University's strategic goals. The following steps were taken to ensure contribution and participation by our college community throughout the process:

- a. Faculty/Dean lunches
- b. Reports from nine work groups appointed by Dean Garvin
- c. Directors Council retreat
- d. Review by the Directors Council
- e. Review by the Faculty Advisory Committee
- f. Review by the Staff Advisory Committee
- g. Review by Dean Garvin
- h. Second Review by Directors Council
- i. Draft by Dean Garvin
- j. Final Draft by Directors Council
- k. Final Draft revisions Dean's Office
- l. Review by college faculty and staff

The current structure of the University of South Florida, College of The Arts in Tampa, St. Petersburg, and Sarasota-Manatee, is comprised of four Schools: Architecture & Community Design; Art & Art History; Music; Theatre & Dance; and the Institute for Research in Art: Graphicstudio, Public Art and the Contemporary Art Museum.

I. MISSION

The mission of the college is to conduct research/professional practice that transforms art, performance, and design at the highest level which, in turn, enhances our ability to offer a world-class education to our students.

The college facilitates and promotes an interdisciplinary ecosystem that nurtures, prepares, and educates students and faculty to become creative leaders dedicated to promoting a more just society.

We aspire to elevate the level of inquiry and discourse within and beyond the classroom while we innovate and create new approaches, crafts, methodologies, and skills that change creative practice and arts disciplines as our global context evolves.

II. VISION

The college strives to become nationally prominent for being a creative community vested in addressing the most pressing issues of our time while maintaining a firm grounding in equity, excellence, and diversity that will empower students and faculty to frame their own futures. The college will be an engine for socio-economic progress through professional practice, research, advocacy, and meaningful engagement.

III. GUIDING PRINCIPLES AND VALUES

We believe the arts are a vital component in achieving a just society that fosters engaged citizens, prosperous communities, and fulfilled individuals.

The college values an inclusive and diverse educational environment where ethnic, racial, cultural, and gender differences, among others, are respected and supported. The College strives to establish policies and practices that will ensure equity in leadership and equal access to resources and opportunities for academic success and career advancement for faculty, staff, and students.

Students and faculty together will study and engage, through their practice, challenging social, political, cultural, and ecological issues facing the world today.

We recognize that individual and collective excellence entails a responsibility to ensure that every member of our community has support and the opportunity to succeed.

IV. GOALS

Our strategic plan is organized into five major goals, each with associated strategies and tactics, with markers of success to be added as we begin implementation. The five goals are:

- 1 Access, Equity, & Diversity
- 2 Research/Professional Practice & Academic Excellence
- 3 Innovative Learning Environment
- 4 Governance, Operations, & Finance
- 5 Community, Leadership, & Engagement

1 Access, Equity, & Diversity:

Expand our diverse community of students, faculty, and staff with a wide spectrum of demographic and socio-economic identities.

A. Oversight/Accountability

- Establish an Anti-Racism and Equity Council reporting directly to the dean.
- Identify and respond to systemic inequities through transparent assessment of administrative practices in schools and units.
- Identify equity training for faculty, staff, and students.

B. Demographic/Perceived Baseline

- Administer anonymous survey to faculty, staff, and students (drafted by the Work Group).
- Map perceptions to measurable demographics.

C. Curricula and Programs

- Support and design curricula and programming that effectively champions underrepresented peoples traditionally divided most notably by gender, race, and ethnicity among others.
- Research, identify, and make accessible anti-racism materials for use in and out of the classroom.
- Create student scholarships and research awards that promote diversity and equity.
- Assess/evaluate curricula and public programs for content and focus on social justice issues.

D. Faculty, Staff, Students and Audiences

- Design and implement recruitment strategies to diversify faculty and staff.
- Recruit students and new audiences by targeting community partners and schools with underserved populations.
- Design socially engaged programs and projects with diverse communities.

E. Indicators of Success

- To be identified in cooperation with our entire community.

2 Research/Professional Practice & Academic Excellence:

Support robust research/professional practice agendas that contribute to innovative teaching and advance the quest for new knowledge.

A. Research Infrastructure

- Consider a research administrator position to facilitate submission of grants, comply with reporting requirements, research, and disseminate grant opportunities across the college.
- Offer workshops targeted for arts, design and performance grants.
- Enable/support inter-arts, interdisciplinary, and transdisciplinary partnerships for new collaborative research programs and projects.

B. Research, Professional Practice, and Innovative Teaching

- Increase hires that build diversity and offer strong portfolios.
- Review promotion and tenure guidelines: define research, professional practice, and innovative teaching with a fluidity and clarity of language that considers diversity, research/professional practice quality, community engagement, collaboration, and campus presentations.
- Support faculty research/professional practice through assigned release time and/or additional compensation.
- Work to create career paths for non-tenure earning faculty and staff.
- Create collaborative research/professional practice opportunities for students.

C. Institutes, Centers, Museums, and Programs

- Support institutes, centers, museums, and programs by providing sustainable base budget for salaries and operations.
- Increase number of faculty and staff dedicated to research and public programs.
- Enable/support inter-arts, interdisciplinary and transdisciplinary projects, and programs.

D. Indicators of Success

- To be identified in cooperation with our entire community.

3 Innovative Learning Environment:

Create an interdisciplinary/transdisciplinary ecosystem that is adaptable, future-focused, and continually evolving.

- A. Teaching Practices and Learning Environments
 - Enhance shared resources/new technologies/hybrid teaching models/live streaming.
 - Enhance recruitment and increase support of graduate students.
 - Enable joint appointments across the college and the university.
- B. Curricula and Program Development
 - Create transformational college core and interdisciplinary curricula.
 - Develop curricula and interdisciplinary concentrations that promote creative collaborations across disciplines - design, musical theatre, animation, video and film, contemporary music, curatorial practice.
 - Consider developing professional programs offering certificates or graduate degrees that could include arts entrepreneurship, arts administration, commercial music, museum studies, art and health, interdisciplinary art practice, and community engagement.
 - Consider creation of new units or re-alignment.
- C. Extra-curricular Events, Lectures, Performances, and Workshops
 - Establish and promote a high-profile, interdisciplinary College Lecture Series focused on innovation and social justice.
 - Support curricular, co-curricular and extra-curricular multicultural exhibitions, performances, workshops, and events across USF campuses and Tampa Bay communities.
 - Develop and strengthen entrepreneurial programs both internal and external including festivals, camps, continuing education, teachers' workshops, community engagement, and consulting.
- D. Facilities, Space and Technology
 - Explore creation of shared space/labs for student and faculty collaborations, possibilities may include: makerspace, computer labs, moving image lab, recording studio, new facilities, and digital fabrication studio.
 - Enhance research capabilities/equipment for centers, institutes, and the museum.
 - Create screening space for lectures, conferences, and film presentations.
 - Hire additional technical support staff.
 - Establish a shared cutting-edge equipment bank for cameras, video filming and editing.
 - Identify the quality and appropriateness of our existing facilities and work to improve them to increase both wellness and productivity of our faculty, students and staff.
- E. Indicators of Success
 - To be identified in cooperation with our entire community.

4 Governance, Operations, & Finance:

Ensure shared governance, strengthening of operations, and administration to encourage efficiencies and reduce stress while achieving predictability and transparency.

A. Shared Governance

- Review/edit/update college governance document and by-laws.
- Review makeup and role of current standing College committees: Faculty Advisory, Research, Diversity, Library, Teaching, and Acquisitions.
- Consider new standing committees: Staff, Facilities and Space Analysis, Technology, and Shared Resources and Budget Review.

B. Human Resources

- Provide consistent training and updates to directors and office managers on hiring processes for faculty, staff, and graduate students.
- Facilitate communication for faculty and staff regarding benefits, investment plans, and retirement programs/family leave.
- Review equity of work across the college and plan actions supported by findings.

C. Financial/Business Operations

- Review centralized business office processes and consider hybrid structure that recognizes the expertise and needs of fiscal and office managers in the schools and units.
- Ensure efficient flow of information about transactions to schools and units.
- Build all-sources budgeting model.
- Ensure transparency of college operations and financial matters and provide access to faculty and staff.
- Increase financial predictability by planning and data-driven systems.
- Facilitate a process with USF Foundation to make auditable reconciliations of accounts.

D. Communications

- Work on communications reorganization with university, college, schools, and other units to ensure best practices.
- Develop college brand including name change.
- Develop a new unified image/profile/brand for the college while allowing for distinctions between schools, institutes, centers, and the museum.
- Strengthen communications and marketing staff by hiring personnel and consider university-wide partnerships to leverage existing strengths.
- Coordinate with Events and Production and create user-friendly calendar for events scheduling on all USF campuses.
- Design a process to manage and cross-pollinate social media.
- Promulgate guidelines for media contact and update as needed.
- Redesign website with new brand and include linkages to schools and units and implement content management system.
- Formal creation of regular college-wide staff discussions with dean.

E. Development/All-Sources Funding

- Explore new models for fundraising that will result in a collaborative, consultative environment and increase philanthropy.
- Coordinate a dynamic relationship with Communications and Marketing.

- Work collaboratively with dean, directors, and faculty to develop fundraising plans and strategies.
 - Hire additional development personnel.
 - Create and implement a plan to cultivate alumni participation and giving.
 - Establish a Dean's Community Advisory Board.
 - Design broad and flexible gift agreements with donors in consultation with directors.
 - Ensure expenditures of funds from USF foundation accounts respect stated purpose.
 - Identify and increase applications for grant opportunities from foundations.
 - Make community connections to identify new individual and corporate donors.
 - Strengthen and develop entrepreneurial/auxiliary endeavors in all schools and units.
- F. Indicators of Success
- To be identified in cooperation with our entire community.

5 Community, Leadership, & Engagement:

Refocus the college to become an integral part of our local, national, and international communities

A. Partnerships

- Prioritize, cultivate, and sustain mutually beneficial partnerships with arts and community organizations in the Tampa Bay region.
- Initiate and provide leadership to ensure the college is central to development and redevelopment of arts and culture in the Tampa Bay region.
- Support/strengthen/develop impactful and highly visible community engagement projects and programs in all disciplines.

B. Service

- Reframe faculty and student activities to advance consistent and measurable community engagement.
- Identify courses/classes that are interdisciplinary and have a service-learning component.
- Serve as a partner with schools and community centers with underserved students in need of arts programming.
- Consider expanding administrative support.
- Offer workshops/programs that serve veterans, people with disabilities, teachers, retirement communities.
- Enhance professional opportunities for students by developing internships in community organizations.

C. Indicators of Success

- To be identified in cooperation with our entire community.