

WAYNE STATE
UNIVERSITY

COLLEGE OF FINE, PERFORMING
AND COMMUNICATION ARTS

Strategic Plan
July 8, 2015
Revised, December 2015

CFPCA Mission:

We create, disseminate and apply new knowledge as well as preserve existing knowledge. Knowledge is broadly constituted; artistic, creative, critical, experiential, and scientific understandings are equally important. Creativity, innovation and discovery are our core competencies. We fulfill our mission through three interconnected domains: Research, Scholarship and Creative Activity; Student Centered Teaching and Learning; and Community Service and Engagement.

These domains intersect with the university's key strategic initiatives of Student Success, Teaching Excellence, Research, Entrepreneurship, Community Engagement, and Financial Stability in the following ways.

Student Success:

CFPCA strives to incorporate new knowledge and understanding into student-centered curricula on an ongoing basis. By doing so we ensure the relevancy and currency of our academic programs. We believe student-centered learning occurs through the intersection of faculty and students.

Goal 1: Cultivate a culture of student success.

1.1 The success of CFPCA is directly related to student success. CFPCA programs and activities should be student-centered and take into account student needs and interests. We are committed to creating a learning environment that meets the needs of students from diverse backgrounds. The future career success and the ability of students to create careers is one important goal of our programs; lifelong learning is another.

Objectives: Develop and/or expand student surveys that measure student satisfaction and career placement.

Tactics: Beginning 2016, employ the SNAPP national survey to assess student success.

Objectives: Reduce time to degree

Tactics: By 2016, fully implement the 4-year degree plans and track impact on time to degree by department.

Tactics: By 2016, we will create a college diversity council to recommend ways to ensure that the learning environment that meets the needs of students from diverse backgrounds.

Goal 2: Create clear academic pathways.

2.1 We have obligations to provide robust, innovative major programs, engaging minors and general education courses that prepare Wayne State students as artists, practitioners, professionals, critics, consumers, scholars and citizens.

Objectives: Develop new support and use existing university support to promote program/course innovation, revision and development.

Tactics: By 2017, create and implement new degree programs in arts management, entrepreneurship, and animation.

Goal 3: Increase retention, progress to degree, and graduation rates for all students.

3.1 Students are necessary to the academic enterprise. We have obligations to students from recruitment and retention to graduation including developing and supporting learning communities and student enrichment activities and organizations.

Objectives: Develop and expand learning communities, student enrichment activities and student organizations.

Tactics: Use scholarship and student activity funding strategically to expand enrollment, student activities and enrichment.

Tactics: Increase recruitment through college and departmental efforts including identifying and addressing courses with consistently very high failure rates.

3.2 Academic advising is essential at all phases of matriculation. Academic advisers work in cooperation with students and faculty with particular emphasis on retention and timely graduation.

Objectives: Establish a strong advising culture that includes regular meetings between students and advisors and ongoing advisor/faculty communication.

Tactic: By 2015, implement a comprehensive program of departmental based advising that includes retention efforts.

Tactic: By 2016, create and implement a college program of support for students who are at risk of academic probation.

Teaching Excellence:

Goal 1: Enhance a culture that values teaching excellence.

1.1 We accept and support the challenge of being engaged teachers who continually seek to improve the quality of our teaching. Our standards for hiring, promoting, and retaining faculty reflect this commitment.

Objectives: Develop and utilize the peer evaluation of teaching process

Promote and expand CFPCA college teaching award.

Tactic: Annually monitor departmental implementation of peer review of teaching.

Tactic: By 2016 enhance the college teaching award programs including creating a seminar series by awardees.

Goal 2: Identify and encourage the adoption of best teaching practices and the improved delivery of learning outcomes.

2.1 Our curricula reflect the contemporary state of the fields and create interdisciplinary linkages. Programmatic and course learning outcomes reflect this emphasis. Programs and minors are structured so that students may complete their degree in a timely manner.

Objectives: Review, update and streamline four-year plans.

Tactic: By 2016, fully implement the 4 year degree plans and track impact on time to degree by Department.

Tactic: Use four year degree plans in class scheduling process.

Tactic: Conduct ongoing reviews and update majors requirements.

2.2 We provide safe and professional learning spaces, including classrooms, studios, practice spaces, labs, and performance and exhibition venues.

Objectives: Develop a CFPCA facilities master plan.

Tactics: Complete the development of a college master plan by 2016, including timelines for regularly assessing needs.

2.3 We embrace contemporary as well as time-tested pedagogies including the use of innovative instructional technology and online course delivery.

Objectives: Develop more on-line and hybrid courses.

Tactics: Create an incentive program for developing on line and hybrid courses and by 2016 add 5 new on-line courses to college offerings.

2.4 Where appropriate, professional internships are required and/or strongly encouraged.

Objectives: Develop and promote internship opportunities for all departments.

Tactic: By 2016, ensure that that every department has a internship program.

Tactic: By 2016 develop college guidelines for internships and a college internship portal that will be publicized

Goal 3: Improve the quality of faculty-student relationships within the classroom and beyond.

3.1 CFPCA encourages extra-curricular activities that augment curricular-based offerings and provide opportunity for informal learning communities that are engaged with the community.

Objectives: Expand the range of extra curricular and informal learning activities.

Tactics: The college will use student activity funds to support a broader range of extra curricular and informal learning activities.

Tactics: By fall 2016, the college will offer a CFPCA Living/ Learning Community.

Tactics: The college will develop a set of service learning courses sufficient to allow students to create a cognate of service learning experiences.

Goal 4: Improve graduate student training and mentoring.

4.1 High quality, innovated and rigorous graduate programs, Certificates, MA, MFA, and Ph.D., in CFPCA are critical to our financial health, the quality of creative and research activity, and national visibility.

Objectives: CFPCA seeks to continue to improve the graduate curriculum and courses based on feedback form many sources including academic assessment.

CFPCA seeks to stabilize and where appropriate grow the graduate enrollment by effectively recruiting high quality applicants.

Tactics: CFPCA will annually review low degree productivity graduate programs and pursue one of three options: revise, merge or close.

Tactics: CFPCA will work with departments to develop graduate recruitment plans including advertising.

Research, Scholarship and Creative Work:

Creation of new knowledge, understanding and creative expression through a spirit of inquisitiveness, inquiry and exploration drive us to be leaders in our fields. We strive to acknowledge the history of our fields while working to extend the boundaries of knowledge and practice.

Goal 1: Nurture and expand the research and discovery mission.

1.1 Faculty are central to the academic enterprise and CFPCA is committed to supporting and developing faculty throughout their careers. We actively recruit faculty from diverse backgrounds and we work to create a culture that values diversity. The college supports funding and mentoring activities so that faculty may meet their obligations to fully participate in the research and creative enterprise as well as fulfill their roles as scholars, teachers and mentors.

Objectives: Develop and expand CFPCA programs to support faculty research and creative activity.

Tactics: By 2017, the college will expand its number and funding level for internal support.

Tactics: By 2017, the college will strategically expands its extramural funding targets and support and increase grant and contract applications by 20% by providing college level grant support.

1.2 Because knowledge is increasingly created and practiced at the edges of academic disciplines, CFPCA embraces interdisciplinary approaches, diverse epistemologies and innovative approaches to discovery and practice.

Objectives: Develop formalized programs of interdisciplinarity both within and outside the college.

Tactic: By 2017, the college will have at least two interdisciplinary programs.

Tactic: By 2017, the college will have a program in place to promote interdisciplinary grant collaboration.

Goal 2: Develop the infrastructure and processes to support research, knowledge application, and broad programmatic initiatives.

2.1 CFPCA will provide flexible and safe targeted and collaborative work spaces, laboratories, rehearsal spaces, studies and performance spaces to support the research and creative work of faculty and students.

Objectives: CFPCA will conduct an inventory and develop plans to address needs for research and creative work spaces.

Tactic: By 2016, CFPCA will complete a master facility plan.

Tactic: By 2019, the college will have begun construction on the Hilberry Gateway Project.

Goal 3: Enhance our “distinctively Wayne State” pipeline of student researchers.

3.1 Faculty will involve both graduate and undergraduate students in research and creative work. Such involvement reflects teaching excellence as well as research/creative work expertise.

Objectives: Promote undergraduate research programs in partnership with the Honors College and develop programs to support graduate student research.

Tactic: The college will promote the undergraduate research program and by 2017 develop a supplemental funding program to support undergraduate research and creative activity.

Goal 4: Communicate and expand awareness of excellence in research discovery and knowledge application.

4.1 National and international visibility and prominence are standards to which we hold ourselves and are necessary for recruitment of talented students and faculty. By striving for such prominence, we better serve our students and

communities by bringing national and international excellence to our local context. All CFPCA programs should be excellent.

Objectives: All academic departments in CFPCA will have programs with national visibility.

Tactic: CFPCA will develop a program to promote visibility at the national level.

Tactic: The College will significantly expand its national visibility through its web presence with at least three nationally visible programs annually.

Tactic: The college will work with departments to ensure faculty participation in national professional association meetings and increase participation.

4.2 Standards for hiring, promoting, and retaining faculty reflect this standard. At the graduate level, particularly, students will be encouraged to participate in national venues for creative work and scholarship.

Objectives: CFPCA faculty and graduate students will enhance their participation at the national level through peer-reviewed exhibitions, performances and recitals, competitions, journal publications and conference presentations.

Tactic: The college will use existing funds and raise additional funds to promote graduate student participation in national exhibitions, performances and recitals, competitions, journal publications and conference presentations.

Tactic: The college will enhance faculty travel grants.

4.3 A focused critical mass of programs and faculty expertise is necessary to achieve and sustain prominence. CFPCA strives to achieve depth of expertise in focused areas of opportunity.

Objectives: The assessment of programs based on degree productivity and enrollment will be used to inform decisions about program mergers, revision or closure.

Tactic: Degree productivity will be reviewed annually.

Tactic: By 2016 minimum enrollment levels will be established for classes.

Entrepreneurship:

Goal 1: Create a thriving culture where new ideas and new ventures are consistently developed and rewarded.

1.1 CFPCA acknowledges that artists have historically functioned as entrepreneurs; the college seeks to build on this understanding through classroom efforts as well as extracurricular programming and opportunities.

Objectives: Expand programming for arts and communication entrepreneurship including the business of art.

Tactic: Expand the numbers of participants in the Business of Art.

Tactic: By 2017, implement the Arts Management masters degree.

Tactic: By 2017, implement the interdisciplinary entrepreneurship program.

Goal 2: Simplify, coordinate, and enhance the process of innovation and entrepreneurship.

Community Engagement:

Sharing and co-creating knowledge with our local, regional, national and international communities helps refine understanding and improve instruction. Our fields are critical to the development and enrichment of the campus and community. Strategic collaboration with communities contributes to the quality of life for all participants and facilitates deep and applied learning.

Goal 1: Continue to enhance our leadership in the economic revitalization of Detroit.

1.1 CFPCA recognizes that as artists and communicators, we depend on audiences. We seek to increase the size and diversity of audiences and to treat them with respect. The college's students and faculty acknowledge that audience members are not merely passive recipients of creative work and research but can function as partners in those enterprises.

Objectives: Promote performances, exhibitions, lectures and concerts to build audience.

Tactic: The college will develop promotion plans for all major events and by 2016 track attendance. By 2017, the college will see a 10% growth in its attendance at events.

1.2 We are obligated to our communities and we strive to help them become more creative, connected, and successful. We make strategic choices so that

community engagement becomes reflective engagement and informs what we teach, our art and our academic scholarship.

Objectives: Increase the number, diversity and reach of community engagement opportunities.

Tactic: The college will participate in the Kresge funded community engagement inventory.

Tactic: By 2016, each department will develop a community engagement plan.

Tactic: By 2017, the college will add at least 2 new formal partnerships with community groups.

1.3 Both innovative, short-term projects and longer-term established programs are important to community engagement. Where appropriate, we partner with others for community engagement initiatives and programming.

Objectives: Identify strategic partnerships for community engagement.

Tactic: by 2016, the college will establish community engagement criteria to help determine and promote community engagement activities.

Goal 2: Develop innovate, mutually-beneficial community based service learning experiences.

2.1 We embrace the concept of service learning and strive to expand and enrich these opportunities for our students.

Objectives: Create a service learning degree designation.

Tactic: By 2016, the college will develop funding incentives for service learning classes.

Tactic: By 2017, the college will implement a SL designation on transcripts.

Financial Sustainability:

Goal 1: Increase enrollment.

1.1 CFPCA seeks to stabilize and strategically grow its disciplinary enrollment at the undergraduate level. At the graduate level, the college will target opportunities for enrollment growth, particularly at the professional masters level.

Objectives: Increase recruitment in strategic areas and enhance retention.

Tactic: Develop new programs and minors in strategic areas.

Tactic: Employ EAA and college advising resources to increase FTIAC retention to 70% by 2017.

1.2 CFPCA seeks to continue, and where intellectually appropriate increase, its contributions to undergraduate education university-wide.

Objectives: Strategically increase offerings in general education.

Tactic: By 2017, create on line and hybrid gen ed courses in each department.

1.3 The college seeks to grow its enrollment through regional recruiting for specific programs and with a renewed emphasis on recruiting high quality student artists and practitioners.

Objectives: Enhance our recruitment activities.

Tactic: Work with university marketing and admissions to implement comprehensive recruitment program.

Tactic: Use housing awards to increase enrollment from non-traditional markets by 50% by 2017.

1.4 We seek to grow our enrollment appropriately through strategies of targeted and engaged marketing and by increasing the quality, relevancy and value of our programs.

Objectives: Expand use of social marketing and enhance web presence.

Tactic: CFPCA will develop new departmental and web based recruitment resources.

Tactic: CFPCA will expand the number of faculty and staff involved in recruitment.

Tactic: CFPCA will develop a plan for community college visits and engagement.

Goal 2: Develop a culture of philanthropy throughout the university community.

2.1 CFPCA will expand its philanthropic efforts to meet its priorities for the capital campaign.

Objectives: Aggressively focus on capital campaign priorities and expand alumni engagement activities.

Tactic: CFPCA will raise \$40 million before the end of the capital campaign

Goal 3: Grow research-based revenue to increase indirect cost recovery.

3.1 External funding, national awards, and presentation of creative activity and/or research in highly selective venues and competitions, among others, are important ways of furthering and signaling national prominence.

Objectives: Identify strategic areas of extramural funding and develop CFPCA competencies for partnering on grant applications.

Tactics: By 2017, the college will strategically expands its extramural funding targets and support and increase grant and contract activity by 20%.

Goal 4: Diversify and enhance sources of revenue.

4.1 CFPCA recognizes that communication and the arts rely on diverse sources of funding and that we must continually expand and diversify our funding base.

Objectives: CFPCA will expand its endowments, grow its box office revenue, develop new community partnerships, and enhance extramural research funding.

Tactics: CFPCA will develop revenue tracking processes for non-traditional funding sources.

Goal 5: Achieve operational excellence in all processes.

Objective: CFPCA will expand its use of technology to improve quality of services and processes.

Tactic: By 2017, the college will complete an audit of services and processes to determine where improvement is needed.

CFPCA Nexus of diverse constituencies and communities

5.1 **Faculty** We are committed to hiring, mentoring, supporting and developing faculty throughout their careers to ensure they are among the leaders in their academic fields.

5.1.1 We will provide robust, engaged mentoring for faculty through college and department level activities. Continuous faculty development is necessary to the ongoing creative and intellectual growth of the college.

5.1.2 We recognize broad notions of excellence.

5.1.3 We honor collegial, cooperative and respectful relationships.

5.1.4 Research and creative work is an ongoing professional obligation of the tenure and tenure track faculty.

5.1.5 We embrace interdisciplinary approaches in research, creative activity and curriculum development.

5.2 **Staff** Committed, skilled and engaged staff members are full partners in the life of the college. We are committed to their growth and professional development.

5.2.1 We support staff members in their efforts to develop and broaden their professional expertise.

5.2.2 We seek the full participation of staff members in efforts to improve the college, its operations and outcomes.

5.3 **Students** (current, stopped-out, prospective) As a student-centered college, we recognize an obligation to nurture, educate, respect and support students who come to us seeking knowledge, understanding, creative insights, skills, credentials and careers. Students are necessary for us to fulfill our roles as educators.

5.3.1 We seek to develop and continuously improve curricula that are high quality, relevant, contemporary and student-centered.

5.3.2 We are committed to supporting and facilitating matriculation and degree completion by engaging students in quality instruction and proactive advising.

5.3.3 We are committed to organizing curricula and scheduling classes so that student may make sustained degree progress and complete their programs in a timely manner.

5.3.4 We actively recruit students locally, regionally, nationally and internationally.

5.3.5 As a professionally engaged faculty, we mentor students.

5.4 **Alumni** Our relationship with alumni is life-long and we strive to be an ongoing resource and source of support to graduates.

5.5 Supporters CFPCA is nurtured by supporters and friends who value the role we play in the community, in the lives of our students, and in our professional fields.

5.6 Audiences The practice of our art and profession requires audiences. We recognize an obligation to provide engaging, intellectually and artistically stimulating programming for our audiences.

5.7 Professional Associations The programs represented in CFPCA interact with appropriate professional communities. These communities provide important disciplinary standards and direction that inform our practice.

5.8 Academic Partners CFPCA is part of a larger network of academic institutions, community colleges, high schools and other educational groups. We seek to collaborate with these partners for the benefit of our students and communities.

6. Conclusion: Fine, Performing and Communication Arts is a dynamic college that seeks to adjust to changing conditions while remaining committed to our core mission and values. As a living document, this plan will be used to guide the college's strategic decision-making and investments going forward and will be regularly reviewed and updated.