Priority 1: Increase Enrollment and Promote Student Success

We will grow and diversify our student population in order to improve higher education participation and supply a well-equipped, educated workforce for the State of Texas.

1.1 Recruit qualified and capable students with varied backgrounds who are motivated in seeking higher education in the visual arts.

1.1.1 - Develop a recruitment plan with associated marketing materials that connects to multiple audiences in Texas and the region.
1.1.2 - Identify underrepresented group source areas (high schools, community colleges and universities) and implement the recruitment plan targeting two-year programs to provide an effective matriculation of highly-qualified transfer student to the School of Art and to increase awareness of the educational opportunities in art at Texas Tech University.
1.1.3 - Increase funding for talent-based and academic scholarships, graduate-level GA, TA and GPTI appointments, and for recruitment of qualified undergraduate and graduate students.
1.1.4 - Engage art alumni in the recruitment of highly qualified undergraduate and graduate program candidates.
1.1.5 - Maintain and improve School of Art website and the use of other electronic media to communicate the School of Art's public image, programs, activities, and accomplishments.

1.2 Retain and graduate qualified and capable students with varied backgrounds and interests in art.

1.2.1 - Implement ongoing Texas Tech University initiatives regarding program and course outcomes and assessments to enhance the quality of the artistic and academic experience.
1.2.2 - Conduct student satisfaction surveys each year for 2nd and 4th year students in order to include student feedback and ideas in the refinement of the School of Art program.
1.2.3 - Ensure that academic programs adhere to the "Graduate on Time" program.
1.2.4 - Increase scholarship funding and fellowships for continuing students and seek ways to recognize and honor student achievements through scholarships, awards, and publicity.
1.2.5 - Conduct feasibility study for an undergraduate mentoring program.
1.2.6 - Encourage formation of and support for student organizations through faculty advising, space allocation and event publicity.
1.2.7 - Standardize the process to accomplish the transfer credit of non-majors who study abroad.
1.2.8 - Include students in School of Art standing committees.

1.3 Establish an enrollment management plan for the School of Art that is consistent with institutional strategy.

1.3.1 - The School of Art will meet the institutional enrollment target goal of 80% undergraduate / 20% graduate student.
1.3.2 - The School of Art will seek to assure that enrollment is managed to optimize instructional effectiveness.

1.4 Offer programs, curricula and instructional methods that include elements of service-learning, academic citizenship, cultural diversity and that foster inclusive modes of creative inquiry.
1.4.1 - The School of Art will review all art curricula and promote and facilitate courses that appropriately stress social and cultural diversity, and create faculty development programs that assist faculty in developing course objectives that increase student awareness of the value of social, cultural and intellectual diversity.

1.4.2 - The School of Art will encourage diversity by scheduling exhibits and speaker programs of artists, scholars, critics and collectors and promote collaborative symposia and lectures, which are multidisciplinary or interdisciplinary in scope.

1.4.3 - Continue to add service-learning components to new or modified courses when appropriate.

**Priority 2: Strengthen Academic Quality and Reputation**

*We will attract and retain the best faculty in the country in order to enhance our teaching excellence and grow our number of nationally recognized programs.*

**2.1 Recruit, hire, and retain excellent and diverse faculty, staff, and administrators.**

2.1.1 - Seek new faculty lines that will attract a diverse faculty, in areas of study identified by faculty and Director.

2.1.2 - Provide professional development opportunities for faculty, staff, and administrators, that support proposals that promote interaction between other schools of art within the BIG XII as well as support of leave opportunities outside the university.

2.1.3 - Ensure transparent, equitable, and accurate accounting of faculty workload credit, including criteria for reassigned time for research and service as well as service obligations for all faculty.

2.1.4 - Provide necessary equipment, resources, assistants, and travel funds for faculty, staff and administrators within the School of Art to attract and retain faculty.

2.1.5 - Develop an optional plan for tenured faculty to be evaluated over a one- to three-year period using an individually adjusted distribution of teaching, research, and service developed in consultation with the Director.

2.1.6 - Achieve and maintain an optimal ratio of full-time to part-time faculty.

**2.2 Make the School of Art more competitive by attaining national standards in the use of technology.**

2.2.1 - Utilize appropriate funds and resources to address national academic research standards in art technology, including the maintenance of the School of Art Laptop Initiative for students as well as a plan for the timely replacement of required technology resources for faculty and staff.

2.2.2 - Improve the Visual Resource Center's technological facilitation of faculty research and teaching, including making the VRC's digital image collection more directly accessible to faculty and students.

2.2.3 - Develop a flexible School of Art Technology Training Plan for Faculty and Staff. Develop and maintain current Technology resources for Faculty and Staff and provide instruction to students for professional success in technology.

**2.3 Strengthen undergraduate, graduate, and professional programs in the School of Art to bring regional, national, and international recognition to the School of Art.**

2.3.1 - Participate in internal and external assessments of degree programs (NASAD, Graduate Program Review), and use the results to develop and implement a plan to improve them.
2.3.2 - Develop and implement a plan to enhance School of Art programs based on the results of assessments of programs and student learning, including regular curriculum reviews and the establishment of institutional benchmarks for the school.  
2.3.3 - Enhance the quantity and scope of interdisciplinary work within the School of Art, creating a mechanism to support the forming of partnerships with other faculty to enhance the interdisciplinary approach to education.  
2.3.4 - Examine the feasibility of new degree and certificate programs, especially those that establish TTU as unique in comparison with peer institutions; MFA in Design; Hot Glass, Animation, Film and Video; an interdisciplinary Creativity and Innovation minor and/or masters, as well as other interdisciplinary ventures.  
2.3.5 - Develop plans, seek support for, and coordinate artist-in-residency programs of two-week to semester-long duration to enhance the academic program.  
2.3.6 - Identify support to bring in international artists, scholars, and educators (including those from sister schools in Seville, Spain, and Cholula, Mexico).  
2.3.7 - Increase the number and frequency of distance education courses to our student audiences, where appropriate and sustainable.  

2.4 Publicize accomplishments of students and faculty.  
2.4.1 - Utilize information systems such as Digital Measures and TracDat to generate reports on accomplishments by SOA faculty and students to distribute to the University and the broader public.  

Priority 3: Expand and Enhance Research and Creative Scholarship  
We will significantly advance knowledge, improve the quality of life in our state and nation, and enhance the state's economy and global competitiveness.  

3.1 Ensure that 40% of faculty time is spent on research, in true accordance with 40/40/20 percent distribution.  
3.1.1 - Support and maintain a policy for equitable distribution of teaching and service loads.  
3.1.2 - Continue to seek grants to support research and creative activity.  
3.1.3 - Document level of research self-funding accomplished by the faculty.  

3.2 Increase opportunities for School of Art students, faculty, and staff to present their scholarly and creative research at in regional, national, and international venues.  
3.2.1 - Seek internal and external grants that will provide additional sources of funding to support students, faculty, and staff to attend regional, national, and international conferences to present their creative and scholarly research.  
3.2.2 - Seek and Establish endowments to provide long-term support for faculty and staff involvement with national professional organizations and educational and training opportunities through on site visits (travel).  
3.2.3 - Encourage faculty to write grants and apply for development leaves in a coordinated manner to maximize effective teaching and research.  
3.2.4 - Seek the establishment of an exhibition/research facility in a major metropolitan center within the state.  
3.2.5 - Establish a process and plan for informal faculty exchanges with peer institutions.  
3.2.6 - Develop key partnerships with national and international schools, and promote and increase participation in study abroad programs (Seville and others).
3.3 Increasing multi- and interdisciplinary research opportunities for School of Art students and faculty utilizing, when appropriate, the University’s eight (8) research themes.

(1) Sustainable Society and Economy—Energy, Water, Agriculture and the Built Environment
(2) Computational and Theoretical Sciences and Visualization
(3) Innovative Education and Assessment
(4) Advanced Electronics and Materials
(5) Integrative Biosciences
(6) Community Health and Wellness
(7) Culture, Communication, Entrepreneurship, and Leadership
(8) Creative Capital—Arts and Design Technologies

3.3.1 - Encourage faculty to incorporate and pursue interdisciplinary research using the eight strategic research themes.

Priority 4: Further Outreach and Engagement

We will expand our community outreach, promote higher education and continue to engage in partnerships in order to improve our communities and enrich their quality of life.

4.1 Establish and promote additional service-learning courses.

4.1.1 - Continue to add service-learning components to new or modified courses when appropriate.

4.2 Develop additional School of Art outreach opportunities.

4.2.1 - Continue to add graduate certificate programs that enhance professional development when appropriate.
4.2.2 - Seek greater collaboration with galleries, museums, and scholars in order to enrich the university and community and to familiarize other entities with our faculty, programs, and facilities.
4.2.3 - Continue to increase attendance at School of Art gallery openings and other special events.
4.2.4 - Continue to develop strategies, plans, and additional initiatives to improve the quality of School of Art gallery-Landmark Arts sponsored events
4.2.5 - Seek to establish an Education Curator who will coordinate field-based activities in area schools.
4.2.6 - Increase outreach to public schools by inviting them to participate in university events such as University Day and School of Art based workshops.
4.2.7 - Continue to offer teacher workshops and outreach through programs offered by Visual Studies, at the TTU Center at Junction, etc.
4.2.8 - Determine the viability of additional online extended learning course offerings of interest to the community.

4.3 Maintain and develop collaboration between the School of Art and EC-12 art education and community colleges.

4.3.1 - Work with regional school district Arts Coordinators to engage SOA faculty and students in teaching and workshop opportunities
4.3.2 - Identify potential partnerships with area and regional community colleges
4.3.3 - Maintain the Saturday Morning Art Project and programs that connect the School of Art with various art constituencies in the community.

4.4 Develop partnerships between the School of Art and local, university, state and federal entities.
4.4.1 - Continue to promote exchange exhibitions with other studio program

4.4.2 - Identify opportunities for interaction with the Museum of Texas Tech University

4.4.3 - Promote partnerships with local, regional, and national technology vendors for educational support for the program

**Priority 5: Increase and Maximize Resources**

*We will increase funding for scholarships, professorships, and world-class facilities, and maximize those investments through more efficient operations in order to ensure affordability for students and accountability to the State of Texas.*

**5.1 Develop contacts, partnerships, and working relationships of support with friends of the School of Art located across the state, nation, and around the world.**

5.1.1 - Maintain an accurate mailing list of all SOA alumni, donors, contributors and friends of the School of Art

5.1.2 - Increase alumni contact, develop projects of support, and engage in other activities that engage alumni with SOA.

5.1.3 - Continue to support and strengthen the work and mission of the Medici Circle - Supporters of the School of Art.

5.1.4 - Establish friends of the School of Art support groups in major urban centers of Texas, including San Antonio, Dallas, Houston, Austin, El Paso, to organize local support for SOA.

**5.2 Review and refine short- and long-term development goals.**

5.2.1 - Develop an appropriate strategy for meeting short and long-term fundraising projects to accomplish the goals established in the Needs and Priorities list annually reviewed and revised by the Development Committee

5.2.2 - Continue to support fundraising efforts of The Medici Circle - Supporters of the School of Art

5.2.3 - Establish new scholarship endowments in Art in alignment with the Development Needs & Priorities List.

5.2.4 - The establishment of an Endowed Chair/Professor position in the School of Art.

5.2.5 - Create and implement an annual Marketing plan for the School of Art.

5.2.6 - Seek additional grant opportunities from local, regional and national arts agencies and foundations.

**5.3 Acquire/develop facilities and equipment necessary to achieve the mission of the School of Art.**

5.3.1 - The School of Art will prioritize and comply with health and safety standards by continuing to make essential improvements to facilities for all areas.

5.3.2 - In order to improve the program and meet the University's mandate to grow by 30%, the School of Art, which is already above capacity, must attain a new facility or a major remodel and expansion of current facilities, including research spaces for students and faculty, computer labs, galleries, and space for new programs

5.3.3 - Develop a comprehensive plan for expanding and acquiring state-of-the-art equipment and facilities, including 3D CAD rapid prototyping equipment and technology, laser cutting technology, digital scanners and printers, and provide appropriate tech support and training.

5.3.4 - Develop a policy to ensure that priority use of SOA equipment and studios are given to students, faculty and staff, in that order.