

2011-2020 Strategic Plan Priorities – School of Art

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.*

Goal	2011	2012	Change 2011 to 2012	2012 Target	2013 Target	2015 Target	2020 Target
Fall enrollment	457	418	-39	518	500	500	500
Graduate student enrollment as a % of total enrollment	12.91%	16.27%	+3.36%	17.0%	17.0%	18.0%	20.0%
1-year retention rate	76.6%	85.19%	+8.59%	82.0%	85.0%	87%	88.0%
2-year Retention Rate	75%	68.09%	-6.91%	78.0%	78.0%	80%	85.0%
4-year graduation rate*	32.76%	36.84%	+4.08%	45.0%	46.0%	47.0%	50.0%
6-year graduation rate	59.26%	58.14%	-1.12%	63.5%	63.5%	64%	65.0%
Total degrees awarded (annually)	90	97	+7	98	98	100	115
Freshman Class in Top 25% of High School – Must be at least 50% (NRUF)**	70.91%	42.86%	-28.05%	50%	50.0%	55.0%	60.0%
Freshman Class in 75 th Percentile – SAT (NRUF)**	7	5	-2	8	8	9	10
Freshman Class in 75 th Percentile – ACT (NRUF)**	9	5	-4	10	10	12	15

*Undergraduate programs reduced SCH requirements effective incoming freshman class, fall 2008; 2012 first reporting.

**The SOA seeks first and foremost, artistically talented students while strongly weighing academic factors.

Key Strategies

- 1.1 Recruit qualified and capable students with varied backgrounds who are motivated in seeking higher education in the visual arts.
- 1.2 Retain and graduate qualified and capable students with varied backgrounds and interests in art.
- 1.3 Establish an enrollment management plan for the School of Art that is consistent with institutional strategy.
- 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.

Key Challenges

1. Identifying underrepresented group source areas (high schools, community colleges and universities) and implementing multiple recruitment strategies to increase awareness of the

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educational programs in art at Texas Tech University.

- 2. Increasing funds for talent-based and academic scholarships for the recruitment and retaining of qualified students.**
- 3. Seek funds to give expanded opportunities of our diversity in scheduling of exhibits, scholars, critics and speaker programs of artists.**

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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.*

Goal	2011	2012	Change 2011 to 2012	2012 Target	2013 Target	2015 Target	2020 Target
Total doctorates awarded	3	0	-3	4	5	6	6
Total Ph.D.s awarded (NRUF)	3	0	-3	4	5	6	6
Master's Graduation Rate – Must be ≥ 56% (NRUF)	44.44%	80%	+35.56%	75%	75%	75%	75%
% of Full-Time Equivalent Teaching Faculty who are Tenured or Tenure-Track (THECB)	90.90%	87.88%	-3.02%	95%	95%	98%	98%
Tenure or Tenure-Track Faculty Teaching Lower Division Student Credit Hours (THECB)	13.59%	17.72%	+4.13%	25%	25%	28%	28%
Student to Faculty Ratio (THECB Accountability System)	15:1	15:1	0	17:1	17:1	17:1	17:1

Key Strategies

- 2.1 Recruit, hire, and retain excellent and diverse faculty, staff, and administrators.
- 2.2 Make the School of Art more competitive by attaining national standards in the use of 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.
- 2.4 Publicize accomplishments of students and faculty.

Key Challenges

1. Continue to address the increase of funds and resources for national academic research on standards in art technology.
2. Continue to seek new faculty lines as identified by the faculty and Director.
3. Continue to seek and provide funding for professional development opportunities for faculty, staff and administrators.

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Priority # 3- Expand and Enhance Research and Creative Scholarship

- *We will increase scholarly and creative productivity and funding for all areas of inquiry within the college in order to advance knowledge and improve the quality of life in our state and nation.*

Goal	2011	2012	Change 2011 to 2012	2012 Target	2013 Target	2015 Target	2020 Target
Academic Production – publications, compositions, playscripts, professional presentations	85	91	+5	105	108	110	115
Creative/Research Production – exhibitions, performances, client-based projects	172	168	-4	212	190	195	200
Expenditures for professional development of faculty, students, and staff	\$36,006	\$38,615.96	+\$2,609.96	\$25K	\$25K	\$35K	\$40K
Enhanced facilities -- new, renovated, or upgraded (including health & safety)	\$3,800,000	\$288,548.60	+\$284,748.60	\$15M	TBD*	TBD*	TBD*
Number of collaborative creative, academic, and research partnerships	18	26	+8	15	30	32	35

*CVPA and its units are currently engaged in facilities project programming.

Key Strategies

- 3.1 Ensure that 40% of faculty time is spent on research, in true accordance with 40/40/20 percent distribution.
- 3.2 Increase opportunities for School of Art students, faculty, and staff to present their scholarly and creative research at regional, national, and international venues.
- 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

Key Challenges

1. Seeking grants, funding resources and establishing endowments to support research and creative activity for faculty, students and staff.

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Priority # 4- Further Outreach and Engagement

- *We will expand our community outreach and promote higher education in order to improve our communities and enrich their quality of life by building strategic partnerships and alliances that disseminate knowledge in the arts.*

Goal	2011	2012	Change 2011 to 2012	2012 Target	2013 Target	2015 Target	2020 Target
Number of performances, exhibitions, scholarly, and educational outreach opportunities	74	87	+13	68	89	90	95
Number of distance and off-campus credit and non-credit instructional offerings	20	31	+11	22	35	40	45
Number of service-learning courses	2	2	0	3	6	7	8
Enrollment in SL courses	36	32	-4	45	50	55	60
Number of students participating in Study Abroad programs	7	7	0	18	18	20	25

Key Strategies

- 4.1 Establish and promote additional service-learning courses.
- 4.2 Develop additional School of Art outreach opportunities.
- 4.3 Maintain and develop collaboration between the School of Art and K-12 art education and community colleges.
- 4.4 Develop partnerships between the School of Art and local, university, state and federal entities.

Key Challenges

1. Seek 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.
2. Financially maintain the secured downtown exhibition space for School of Art exhibitions and other activities related to reaching out into the Lubbock community.

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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.*

Goal	2011	2012	Change 2011 to 2012	2012 Target	2013 Target	2015 Target	2020 Target
Total weighted SCH	36,912.25	27,577.59	-9,334.66	38,000	38,000	39,000	41,000
Scholarship endowments	\$552,206	\$1,957,067	+\$556,051	\$540K	\$1.250M	\$1.300M	\$1.5M
Fundraising	\$22,000	\$39,235	+\$17,235	\$55K	\$56K	\$58K	\$60K
New facilities	\$0.00	\$0.00	\$0.00	\$75M	TBD*	TBD*	TBD*
Renovated facilities	\$0.00	\$265,107.75	+\$265,107.75	\$2.5M	TBD*	TBD*	TBD*
Upgraded facilities & Equipment	\$27,560K	\$288,548.60	+\$260,988.60	\$250K	TBD*	TBD*	TBD*

*CVPA and its units are currently engaged in facilities project programming.

Key Strategies

- 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.**
- 5.2 Review and refine short- and long-term development goals.**
- 5.3 Acquire/develop facilities and equipment necessary to achieve the mission of the School of Art.**

Key Challenges

- 1. Continue to seek financial support for the HVAC improvement of the current SOA facility. To help address a major remodel, expansion, or attain a new facility that will include research spaces for students and faculty. Additionally, space for new programs, galleries and extended technology labs.**