

Texas Tech School of Art Strategic Plan 2018-19

SOA GOAL 1: Increase and enhance the quality of physical facilities resources

OBJECTIVE 1/1: Continue evaluating ways to improve and invigorate our use of facilities

1/1/1	<i>Innovate new ways to use space collaboratively to produce new ways of working</i>
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1/1/2	<i>Envision how our curricular innovations can be supported and expanded through new use of existing spaces</i>
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OBJECTIVE 1/2: Align facilities with accreditation requirements

1/2/1	<i>Ensure that School curricula, facilities, and safety measures are following all applicable standards.</i>
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1/2/2	<i>Document all cases in which School curricula, facilities, and safety measures do not comply with applicable standards and make plans for improvement.</i>
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OBJECTIVE 1/3: Optimize use of existing space

1/3/1	<i>Audit all space use in the School of Art making sure spaces are coded correctly and support SUE objectives of the University, College and Schools.</i>
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1/3/2	<i>Form School of Art Space Use Committee, composed of area representatives to look into creative ways to share and enliven our existing space.</i>
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SOA GOAL 2: Increase economic resources and fund strategic/growth initiatives

OBJECTIVE 2/1: Increase emphasis on federal grant support for interdisciplinary and other research in the arts (NEA, NIH, NSF, Department of Education, etc)

2/1/1	<i>Provide training, guidance and assistance in grant writing to faculty and staff.</i>
2/1/2	<i>Reward faculty effort in applying for federal grants by including it as a factor in awarding merit raises and in promotion and tenure.</i>
OBJECTIVE 2/2: Develop effective and mutually beneficial relationships with alumni & donors	
2/2/1	<i>Connect alumni and donors to the School of Art by involving them in the activities of the school, both in Lubbock and in cities nationally where we have critical populations of alumni (Dallas, Houston, San Antonio, New York, Los Angeles, etc).</i>
2/2/2	<i>Seek advice on possible donors from faculty, staff, and Institutional Advancement.</i>
2/2/3	<i>Create donor/alumni events in cities where we have concentrated graduates of our programs and influential friends of the school.</i>
2/2/4	<i>Raise the visibility of the School of Art through branding, social media, electronic communication, and publicity.</i>
OBJECTIVE 2/3: Continue major endowment and scholarship fundraising campaign	
2/3/1	<i>Seek to increase number of endowments that provide graduate student support.</i>
2/3/2	<i>Seek endowments to support international scholarship and study as well as Significant UG experiences.</i>
2/3/3	<i>Seek focused scholarships or one-time awards for special summer student projects</i>

SOA GOAL 3: Increase and enhance the quantity, quality, and effective analysis of data needed for strategic planning and implementation	
OBJECTIVE 3/1: Gather as much reliable data as possible for all areas of strategic planning	
3/1/1	<i>Gather meaningful data for recruitment, admissions, student progress in the program and degree completion.</i>
3/1/2	<i>Gather submissions from Faculty & Staff on noteworthy accomplishments regarding Teaching, Research, Service in addition to supplemental data from AFR.</i>
3/1/3	<i>Gather Incoming & Transfer Undergrad portfolio data and MFA, PhD Application data during admission.</i>
3/1/4	<i>Poll incoming graduate and undergraduate students about reasons for coming, social media use, and demographic data</i>
3/1/5	<i>Gather and record analytic data of viewership from SoA website, YouTube, and Social media platforms</i>
3/1/6	<i>Maintain an up-to-date list of high school art teachers and advisors in the region and the state</i>
OBJECTIVE 3/2: Analyze data in a timely and effective manner	
3/2/1	<i>Provide training through workshops, conferences, short courses, and online resources to improve literacy of staff and administration in data analytics.</i>
3/2/2	<i>Incorporate data analysis into staff and administrator responsibilities as appropriate and create a repository/archive for the meaningful use of information.</i>

3/2/3	<i>Fall Open House, Spring Open House Reporting on Incoming & Transfer Portfolios for undergraduate & Application data from graduate students</i>
3/2/4	<i>Create a culture of data reporting at faculty meetings</i>
3/2/5	<i>Analyze data of email blasts sent to potential students, high school teachers, and advisors to assure that content is being communicated well to these groups</i>
3/2/6	<i>Analyze annual data of incoming student poll to see how recruitment efforts are affecting potential students.</i>
3/2/7	<i>Analyze web and social media data to determine which webpages are attracting potential student views and which social media platforms are attracting and reaching audiences.</i>
OBJECTIVE 3/3: Support decisions at all levels of strategic planning with appropriate data analytics	
3/3/1	<i>Document relevant supporting data as appropriate in resource allocation requests, new faculty & staff positions, budgeting, etc.</i>
3/3/2	<i>Make sure that analytic data regarding students and potential students is being communicated with all faculty</i>
3/3/3	<i>Prioritize needs and allocation of resources through analysis of relevant data</i>
SOA GOAL 4: Educate & empower our students in the arts (strengthen learning)	
OBJECTIVE 4/1: Provide our students all essential training, including new technologies, for an outstanding education in art	

4/1/1	<i>Provide the opportunity to work with artists and scholars in residence</i>
4/1/2	<i>Provide resources and training for new technologies, including CNC machines, 3D printing/modeling/animation</i>
4/1/3	<i>Require every student in the SOA to have a community outreach experience through the local and regional art community networks</i>
4/1/4	<i>Require every student in the College to have intensive international learning experience by establishing networks with international institutions and supporting faculty who are willing to facilitate these experiences.</i>
4/1/5	<i>Build programs and offerings at the TTU Seville Campus and the TTU Costa Rica Campus.</i>
OBJECTIVE 4/2: Provide our students a distinctive education that promotes communication literacy in the arts and bridges the gap between university and workplace	
4/2/1	<i>Bring curricula to contemporary standards while maintaining strong foundational components.</i>
4/2/2	<i>Offer combinations of courses that emphasize theoretical and practical experience in creating and studying imaginative work in traditional and contemporary formats.</i>
4/2/3	<i>Provide students with Experiential Learning Opportunities, using Lubbock and the surrounding region, and partners in metropolitan areas, as laboratories for professional development.</i>
4/2/4	<i>Provide the training to understand the business aspects of the arts essential to success in the industry of choice.</i>
OBJECTIVE 4/3: Develop long-term planning for forward-looking curricular content and delivery methods, including online and hybrid courses and degree programs	

4/3/1	<p><i>Develop and Implement new programs that respond to the changing needs of the society (rather than medium specific):</i></p> <ul style="list-style-type: none"> <i>MFA in Graphic Design</i> <i>Art Therapies with the TTU Health Sciences Center</i> <i>Cross-disciplinary programs in LatinX arts</i> <i>BM/BFA-MBA with the Rawls College of Business</i> <i>BS in Arts and Technology with the Whitacre College of Engineering</i> <i>Consider other interdisciplinary programs as appropriate</i>
4/3/2	<p><i>Use data analytics to identify emerging disciplines in the arts and market demand for degree holders in those fields.</i></p>
SOA GOAL 5: Promote diversity and inclusive access to study and practice of the arts	
OBJECTIVE 5/1: Create a strong, inclusive and supportive SOA community	
5/1/1	<p><i>Provide curricular offerings, research projects, exhibitions and student experiences that expand beyond the traditional Western European canon</i></p>
5/1/2	<p><i>Facilitate student and faculty projects informed both by disciplinary specificity and interdisciplinary collaboration.</i></p>
5/1/3	<p><i>Create forums to build SOA community on a regular basis (i.e. brown bag lunches, student speakers, industry speakers, Think etc.).</i></p>
OBJECTIVE 5/2: Recruit, enroll, retain and support diverse students	
5/2/1	<p><i>Use diversity enrollment/retention data and forecasting (including Hanover data) to inform recruitment/retention decisions.</i></p>

5/2/2	<i>Develop and formalize targeted recruitment efforts for under-represented minorities (URM), including Historically Black Universities, regional universities and community colleges.</i>
5/2/3	<i>Create or support clubs, activities, educational opportunities, and events that foster an inclusive and engaging climate for all.</i>
5/2/4	<i>Pursue articulation agreements that provide smooth pathways for community-college students to a four-year degree</i>
OBJECTIVE 5/3: Attract, support, and mentor a diverse faculty	
5/3/1	<i>Recruit faculty from institutions, agencies, and forums with significant numbers of Hispanic candidates, other under-represented minorities (URM), and women.</i>
5/3/2	<i>Work with TTU's Office of Diversity, Equity & Inclusion and TLPDC to improve search and hiring procedures, including requiring implicit bias training for search committees.</i>
5/3/3	<i>Restructure faculty positions and curricula to appeal to URM candidates.</i>
5/3/4	<i>Encourage faculty professional growth through and beyond tenure, including opportunities for promotion and career development for women and URMs.</i>
5/3/5	<i>Recognize faculty mentoring, diversity efforts, and engaged scholarship in merit, tenure, and promotion decisions</i>
5/3/6	<i>Create SOA diversity/equity/inclusion task force to enhance resources and working conditions for diverse faculty.</i>
SOA GOAL 6: Attract committed & high-achieving students to study in the arts	

OBJECTIVE 6/1: Increase SOA's national and international prominence and provide global leadership in interdisciplinary, creative, and scholarly arts education	
6/1/1	<i>Enhance national and international recruitment through NACAC, CAA and other venues in order to spread the reputation of our program.</i>
6/1/2	<i>Create and sustain programs that foster participation in national and international academic and exhibition activities annually</i>
6/1/3	<i>Increase interaction with regional, national, and international organizations.</i>
OBJECTIVE 6/2: Increase number and amount of talent-based scholarships, and promote them as equally important to academic scholarships	
OBJECTIVE 6/3: Market distinctive degree programs, innovative arts pedagogies, and faculty accomplishments, utilizing new and emerging social media platforms.	
6/3/1	<i>Enhance SOA image & ranking through marketing, branding aligned with the TCVPA and publicizing high profile activities in research/creative activities and performance.</i>
6/3/2	<i>Strengthen School's significance and prestige by marketing accreditation, publicizing in-depth arts education opportunities for the general college student, etc.</i>
6/3/3	<i>Work with Alumni Relations Office to highlight the activities of our successful alumni using all media outlets at our disposal.</i>
SOA GOAL 7: Discover and advance knowledge, including scholarly, evidence-based, and empirical research, and expand creative and entrepreneurial activities in the arts	
<i>OBJECTIVE 7/1: Exemplify disciplinary excellence and proficiency in both traditional skills and innovative techniques and methods .</i>	

7/1/1	<i>Recruit, support, and sustain faculty of demonstrated prominence/promise in their respective fields.</i>
7/1/2	<i>Reward appropriate and relevant faculty entrepreneurial activities, including the pursuit of external funding and institutional visibility and professional development, in promotion and merit decisions. (In accordance with TCVPA policies)</i>
OBJECTIVE 7/2: Develop arts practice, research & scholarship through an emerging research culture that forges innovative multidisciplinary, interdisciplinary, and interinstitutional collaborations	
7/2/1	<i>Encourage intra-college and intra-university collaborations such as the Arts Initiative in Medicine*(see appendix) through TCVPA and University internal grants and/or grant-writing support.</i>
OBJECTIVE 7/3: Embrace and create innovative technologies for individual expression, social change, and pedagogical advancement, including research laboratories specializing in performance research	
7/3/1	<i>Promote innovative technologies in support of research activities and pedagogical advancement such as the Transmedia Lab, Popwalk app, HEART Texas, GIS mapping, 3D printing technologies.</i>
SOA GOAL 8: Improve quality and sustainability of life through research and creative activity in the arts	
OBJECTIVE 8/1: Advance research and creative activities that demonstrate the arts as relevant, critical, and essential to contemporary life	
8/1/1	<i>Pursue arts research and creative activity focused on the study of the arts, humanities and ecological, social, political awareness.</i>
8/1/2	<i>Promote interdisciplinary research teams and opportunities that address the quality and sustainability of life (parallels 11/2)</i>
8/1/3	<i>Pursue arts research and creative activity that address critical issues, social practices, qualitative methods etc., that illuminate and critique culture writ large.</i>

	<i>(elaborates “quality” in 8/1/2 without insisting on either interdisciplinary teams or enhancement of human performance in 8/1/1)</i>
SOA GOAL 9: Enhance economies through the arts	
OBJECTIVE 9/1: Participate in and promote the role of the Creative Economy at the local, regional, national, and international levels	
9/1/1	<i>Work with the Innovation Hub, SOA alumni and local agencies to develop networks of mentors for student and faculty entrepreneurial projects.</i>
OBJECTIVE 9/2: Integrate research and practice through arts entrepreneurship opportunities	
9/2/1	<i>Provide courses, degree programs, and events focused on arts business and arts entrepreneurship.</i>
SOA GOAL 10: Promote strategic outreach and Engaged Scholarship in the arts	
OBJECTIVE 10/1: Enhance College’s image as center of excellence for local, regional, national, and global communities, including international programs	
10/1/1	<i>Develop a reliable system for documenting outreach projects so they can be posted in SOA marketing campaigns.</i>
OBJECTIVE 10/2: Maintain and expand strategic outreach, including the East Lubbock Promise Neighborhood arts programs	
10/2/1	<i>Seek and apply for grants to support similar Engaged Scholarship projects.</i>

OBJECTIVE 10/3: Promote Engaged Scholarship and service learning beyond occasional, individual projects; document and archive data	
10/3/1	<i>Educate faculty about what Engaged Scholarship is and alert them to research opportunities in the field.</i>
10/3/2	<i>Develop and support Engaged Scholarship by rewarding it in merit, tenure and promotion decisions.</i>
10/3/3	<i>Work toward higher faculty compliance in reporting research in Engaged Scholarship. Explore ways to communicate new discoveries to a wider audience.</i>
10/3/4	<i>Provide ES opportunities and community outreach projects for students.</i>
SOA GOAL 11: Partner with communities to stimulate creativity, innovation, and social and economic development through the arts	
OBJECTIVE 11/1: Maintain close “town & gown” relations and strengthen the role of arts practitioners and scholars as ambassadors to the community	
11/1/1	<i>Develop extracurricular programs and opportunities for arts engagement by members of the campus community and the general public</i>
11/1/2	<i>Maintain relationships with the Helen Jones Foundation, the <u>CH</u> Foundation, the J.T. & Margaret Talkington Foundation, the Lubbock Community Foundation, etc.</i>
OBJECTIVE 11/2: Pursue strategic alliances and partnerships with cultural institutions, corporations, and outstanding professionals that complement our programs and provide our students and faculty new disciplinary and interdisciplinary opportunities	
11/2/1	<i>Maintain relationships with the Louise Hopkins Underwood Center for the Arts, ARTS Lubbock, Lubbock Entertainment/Performing Arts Association, Lubbock Economic Development Alliance, The Museum of Texas Tech, KTTZ, etc.</i>

12/1/1	<i>Develop an arts therapy program</i>
12/1/2	<i>When applicable, maximize collaborations with the Burkhart Center for Autism, HSC, and other entities within TTU</i>
OBJECTIVE 12/2: Promote scholarly opportunities that address problems across diverse communities, such as those at the intersection of arts and medicine.	
12/2/1	<i>Continue to explore TTUHSC art related collaboration programs</i>
12/2/2	<i>Explore possibility for collaborative programs involving visual art, theatre, and dance.</i>
12/2/3	<i>Develop internship opportunities for students within US and/or international art venues.</i>
OBJECTIVE 12/3: Promote emerging areas in the arts as pathways for collaboration and engagement with local, regional, national, and global partners	
12/3/1	<i>Support faculty, staff and student travel and/or technological training to develop competencies in emerging arts areas.</i>
12/3/2	<i>Support emerging disciplines in the hiring of new faculty without compromising history and tradition.</i>