College Strategic Plan (CSP)

KNOW. COMMUNICATE. EMBRACE. PERFORM.
A Pathway through the Arts to 2025
The J.T. & Margaret Talkington College of Visual & Performing Arts (TCVPA) initiated the process of implementing the strategic priorities outlined in the University Strategic Plan (USP) at the College level in the fall semester of 2017, when Dean Noel Zahler began the preliminary steps by revising the College’s Vision Statement and Mission Statement. Working with the members of the Dean’s Faculty Advisory Council; the Dean’s Student Advisory Council; the Directors of the Schools of Art, Music, and Theatre & Dance; and the Associate Deans, the Dean updated and refined these essential summaries of the College’s purpose, focus and values. In January 2018, the TCVPA Deans began building the outline for the College Strategic Plan (CSP) by combining the goals and objectives expressly stated or implied in the new vision and mission statements with the major focus areas of the new USP. Through the month of February, the TCVPA Deans analyzed the USP priorities and adapted them to the College, then developed the initial outline into an inclusive framework of eleven TCVPA goals, with nine of them distributed under the three focus areas of the USP (three goals for each), and two additional goals addressing the necessary TCVPA economic and facilities resources for implementation of the CSP. Our goal was to produce a relevant, functional document that is both philosophical and pragmatic, complex enough to guide decisions and actions at all levels and in all areas of the College and the three Schools, while simple enough to coordinate those decisions and actions into a focused, coherent and comprehensive effort.

At the monthly meeting between the TCVPA Deans and Directors at the end of February, the framework was presented, discussed and elaborated. From that meeting, some of the specific implementation tactics appropriate for the College level were added. The CSP was circulated to the Directors for faculty feedback, additional tactics and further editing of goals and objectives. We concluded with a complete, but still evolving, CSP by the end of the spring 2018 semester, when the College distributed an updated version to the Schools in order for the tactics appropriate to each School to be added by faculty, staff and students. During the summer, the TCVPA Deans refined the CSP, adding a third TCVPA resource goal with objectives, reorganizing existing objectives, and adding guidance statements to clarify the appropriate locations for goals according to their relationship to the institutional priority areas. The process of adding target metrics was initiated, first for the College and then for each School. The CSP draft was shared with staff for additional editing.
Vision Statement

The J.T. & Margaret Talkington College of Visual and Performing Arts will be a distinguished global leader in interdisciplinary, creative, and scholarly arts education and research. We will champion the arts as relevant, critical, and essential to contemporary life. We will inspire our students to communicate through artistic tradition while embracing and creating innovative technologies as vehicles for individual expression and social change. The College will pursue University, regional, national, and international partnerships that complement our programs and provide unique and contemporary opportunities for our students and faculty. Arts performance research will inform our teaching, scholarship and creative activity. We take pride in the accomplishments of our faculty, students and alumni.

Mission Statement

The mission of the Talkington College of Visual & Performing Arts is to inspire and educate students by instilling the intellectual, artistic, and communication skills that prepare for success in disciplinary achievement and in interdisciplinary collaboration, whether as performers, creators, investigators, or educators in visual arts, dance, music, or theatre. We prioritize students: world-class professionals offer programs that emphasize practice, theory, and experience in creating and studying imaginative work in traditional and contemporary formats. We provide all essential training for an outstanding education in art, dance, music, and theatre disciplines in integrative programs such as arts administration, and in interdisciplinary programs, whether within the Fine Arts, at the intersection of arts and medicine, or in new entrepreneurial areas emerging in the arts. We impart a distinctive education that bridges the gap between university and workplace.

TCVPA VALUES STATEMENT: KNOW. COMMUNICATE. EMBRACE. PERFORM.

KNOW: To attain, grow, and share knowledge, experience, and understanding as the essential purpose of arts practice, scholarship and education

COMMUNICATE: To communicate effectively through words, actions, images, sound, and movement as the essential mechanism of arts practice, scholarship, and education

EMBRACE: To embrace difference, experimentation, risk-taking, innovation, technology, interdisciplinarity, and partnerships within and beyond the College

PERFORM: To perform with the knowledge, experiences, values, and challenges we espouse
**TCVPA RESOURCE GOALS (1, 2, 3)**

**GOAL 1:** facilities resources  
- OBJECTIVE 1/1: facilities fundraising and construction/renovation of facilities  
- OBJECTIVE 1/2: facilities accreditation requirements  
- OBJECTIVE 1/3: existing space

**GOAL 2:** economic resources and strategic/growth initiatives  
- OBJECTIVE 2/1: federal grant support  
- OBJECTIVE 2/2: relationships with alumni & donors  
- OBJECTIVE 2/3: endowment and scholarship fundraising

**GOAL 3:** data resources  
- OBJECTIVE 3/1: reliable data  
- OBJECTIVE 3/2: data analysis  
- OBJECTIVE 3/3: support decisions

**TCVPA TTU PRIORITY 1 (STUDENT/CURRICULUM/TEACHING) GOALS (4, 5, 6)**

**GOAL 4:** students in the arts  
- OBJECTIVE 4/1: essential training  
- OBJECTIVE 4/2: distinctive education  
- OBJECTIVE 4/3: long-term curricular planning

**GOAL 5:** diversity and inclusive access  
- OBJECTIVE 5/1: TCVPA community  
- OBJECTIVE 5/2: diverse students  
- OBJECTIVE 5/3: diverse faculty

**GOAL 6:** committed & high-achieving students  
- OBJECTIVE 6/1: national and international prominence  
- OBJECTIVE 6/2: talent based scholarships  
- OBJECTIVE 6/3: market programs

**TCVPA TTU PRIORITY 2 (RESEARCH & CREATIVE SCHOLARSHIP) GOALS (7, 8, 9)**

**GOAL 7:** knowledge in the arts  
- OBJECTIVE 7/1: disciplinary excellence and proficiency  
- OBJECTIVE 7/2: arts practice research & scholarship  
- OBJECTIVE 7/3: innovative technologies

**GOAL 8:** quality and sustainability of life  
- OBJECTIVE 8/1: arts as relevant

**GOAL 9:** enhance economies  
- OBJECTIVE 9/1: Creative Economy  
- OBJECTIVE 9/2: arts entrepreneurship opportunities

**TCVPA TTU PRIORITY 3 (OUTREACH & ENGAGED SCHOLARSHIP) GOALS (10, 11, 12)**

**GOAL 10:** strategic outreach and Engaged Scholarship  
- OBJECTIVE 10/1: center of excellence  
- OBJECTIVE 10/2: strategic outreach  
- OBJECTIVE 10/3: Engaged Scholarship and service learning

**GOAL 11:** partner with communities  
- OBJECTIVE 11/1: ambassadors to the community  
- OBJECTIVE 11/2: strategic alliances and partnerships

**GOAL 12:** complex problems facing people and communities  
- OBJECTIVE 12/1: integrative programs  
- OBJECTIVE 12/2: problems across diverse communities  
- OBJECTIVE 12/3: collaboration and engagement
A Foundation for TTU’s Next Century | A Pathway through the Arts to 2025

TCVPA RESOURCE GOALS

Goals in this area should address economic, facilities and data resources that support the three TTU Priority Areas.

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

OBJECTIVE 1/1: Continue major facilities fundraising campaign and construction/renovation of facilities
- Tactic 1/1/1: Complete funding for the Theatre and Dance Complex Phase II, $4M.
- Tactic 1/1/2: Launch funding initiative for a new School of Music building.

OBJECTIVE 1/2: Align facilities with accreditation requirements
- Tactic 1/2/1: Ensure that College and School curricula, facilities, and safety measures are in compliance with all applicable standards.
- Tactic 1/2/2: Document all cases in which College and School curricula, facilities, and safety measures do not comply with applicable standards.

OBJECTIVE 1/3: Optimize use of existing space
- Tactic 1/3/1: Audit all space use in the College making sure spaces are coded correctly and support SUE objectives of the University, College and Schools.
- Tactic 1/3/2: Form TCVPA Space Use Committee, composed of College and School representatives

TCVPA 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)
- Tactic 2/1/1: Provide training, guidance and assistance in grant writing to faculty and staff.
- Tactic 2/1/2: Reward faculty effort in applying for federal grants by including it as a factor in awarding merit raises and in promotion and tenure.

OBJECTIVE 2/2: Develop effective and mutually beneficial relationships with alumni & donors
- Tactic 2/2/1: Connect alumni and donors to the College and Schools by involving them in the activities of the College, both in Lubbock and in cities nationally where we have critical populations of alumni (Dallas, Houston, San Antonio, New York, Los Angeles, etc).
- Tactic 2/2/2: Seek advice on possible donors from faculty, staff, and Institutional Advancement.
- Tactic 2/2/3: Create donor/alumni events in cities where we have concentrated graduates of our programs and influential friends of the College.
- Tactic 2/2/4: Raise the visibility of the College and the Schools through rebranding, social media, electronic communication, and publicity.

OBJECTIVE 2/3: Continue major endowment and scholarship fundraising campaign
- Tactic 2/3/1: Seek to endow the present Presidential Arts Talent Based Scholarships and grow the program to 40 such scholarships.
- Tactic 2/3/2: Seek to increase number of endowments that provide graduate student support.
- Tactic 2/3/3: Seek endowments to support international scholarship and study.
TCVPA 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
Tactic 3/1/1: Fully utilize existing institutional data sources and reporting.

OBJECTIVE 3/2: Analyze data in a timely and effective manner
Tactic 3/2/1: Contract analytics company(ies) as needed.
Tactic 3/2/2: Provide access to workshops, conferences, short courses, and online resources to improve literacy of staff and administration in data analytics.
Tactic 3/2/3: Incorporate data analysis into staff and administrator responsibilities as appropriate.

OBJECTIVE 3/3: Support decisions at all levels of strategic planning with appropriate data analytics
Tactic 3/3/1: Document relevant supporting data as appropriate in resource allocation requests, new faculty & staff positions, budgeting, etc.

TTU PRIORITY AREA 1 Educate and empower a diverse student body (TTU)
Student success will reflect the University's commitment to fostering an environment that promotes inclusive access while attracting committed and high-achieving students. (TTU)

Goals in this area should address education and diversified student body (curriculum, pedagogy, delivery methods; opportunity for all, recruitment & retention of best students, financial support). For faculty, tactics will be oriented to TEACHING.

TCVPA 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, dance, music, and theatre disciplines
Tactic 4/1/1: Provide the opportunity to work with artists and scholars in residence annually.
Tactic 4/1/2: Provide resources and training for new technologies.
Tactic 4/1/3: Require every student in the College to have a community outreach experience much like the SOTD Theatre and Dance in the Community.
Tactic 4/1/4: Require every student in the College to have intensive international learning experience.
Tactic 4/1/5: Build programs and offerings at the TTU Seville Campus and the TTU Costa Rica Campus.

OBJECTIVE 4/2: Provide our students a distinctive education that promotes communication literacy in the arts and bridges the gap between university and workplace
Tactic 4/2/1: Bring curricula to contemporary standards while maintaining strong foundational components.
Tactic 4/2/2: Offer combinations of courses that emphasize theoretical and practical experience in creating and studying imaginative work in traditional and contemporary formats.
Tactic 4/2/3: Provide students with Experiential Learning Opportunities, using Lubbock and the surrounding region, and partners in metropolitan areas, as laboratories for professional development.
Tactic 4/2/4: Provide the training to understand the business aspects of the arts essential to success in the industry of choice.
OBJECTIVE 4/3: Develop long-term planning for forward-looking curricular content and delivery methods, including online and hybrid courses and degree programs

Tactic 4/3/1: Implement new programs:
- Ph.D. in Music Education
- Ph.D. in Music with Theory/Musicology tracks
- Bachelor of Arts in Interdisciplinary Arts Studies
- BFA in Dance
- Master of Arts in Dance Studies (Hybrid)
- Certificate and Master of Music in Collaborative Piano
- MFA in Design
- Transmedia concentration in BFA Studio Art
- Minor in Arts Entrepreneurship
- Motion Picture Production Certificate (with College of Media and Communications)
- Create programs in Arts Therapies with the TTU Health Sciences Center
- Create cross-disciplinary programs in LatinX arts
- BM/BFA-MBA with the Rawls College of Business
- BS in Arts and Technology with the Whitacre College of Engineering
- Consider other interdisciplinary programs as appropriate

Tactic 4/3/2: Use data analytics to identify emerging disciplines in the arts and market demand for degree holders in those fields.

TCVPA GOAL 5: Promote diversity and inclusive access to study and practice of the arts

OBJECTIVE 5/1: Create a strong, inclusive and supportive TCVPA community

Tactic 5/1/1: Provide curricular offerings, research projects, and performances and student experiences that expand beyond the traditional Western European canon.
Tactic 5/1/2: Facilitate student and faculty projects informed both by disciplinary specificity and interdisciplinary collaboration.
Tactic 5/1/3: Create forums to build TCVPA community on a regular basis (i.e. Dean’s Lecture Series, brown bag lunches, student speakers, industry speakers, etc.).

OBJECTIVE 5/2: Recruit, enroll, retain and support diverse students

Tactic 5/2/1: Use diversity enrollment/retention data and forecasting (including Hanover data) to inform effective actions.
Tactic 5/2/2: Develop and formalize targeted recruitment efforts for under-represented minorities (URM), including Historically Black Universities, regional universities and community colleges.
Tactic 5/2/3: Create clubs, activities, educational opportunities, and events that foster an inclusive and engaging climate for all.
Tactic 5/2/4: Pursue articulation agreements that provide smooth pathways for community-college students to a four-year degree.

OBJECTIVE 5/3: Attract, support, and mentor a diverse faculty

Tactic 5/3/1: Recruit faculty from institutions, agencies, and forums with significant numbers of Hispanic candidates, other under-represented minorities (URM), and women.
Tactic 5/3/2: 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.
Tactic 5/3/3: Restructure faculty positions and curricula to appeal to URM candidates.
Tactic 5/3/4: Encourage faculty professional growth through and beyond tenure, including opportunities for promotion and career development for women and URMs.

Tactic 5/3/5: Recognize faculty mentoring, diversity efforts, and engaged scholarship in merit, tenure, and promotion decisions.

Tactic 5/3/6: Create TCVPA diversity/equity/inclusion task force to enhance resources and working conditions for diverse faculty.

TCVPA GOAL 6: Attract committed & high-achieving students to study in the arts

OBJECTIVE 6/1: Increase TCVPA’s national and international prominence and provide global leadership in interdisciplinary, creative, and scholarly arts education

Tactic 6/1/1: Enhance national and international recruitment through NACAC and other venues in order to spread the reputation of our program.

Tactic 6/1/2: Create and sustain programs that foster participation in national and international academic, exhibition, and performance activities annually.

Tactic 6/1/3: Increase interaction with regional, national, and international organizations.

OBJECTIVE 6/2: Increase number and amount of talent based scholarships, and promote them as equally important to academic scholarships

Tactic 6/2/1: Roll out of Presidential Arts Talent Based Scholarships ($6,000 per year, renewable for four years), with 10 awards effective fall 2018.

OBJECTIVE 6/3: Market distinctive degree programs, innovative arts pedagogies, and faculty accomplishments, utilizing new and emerging social media platforms.

Tactic 6/3/1: Improve TCVPA image & ranking through better marketing, rebranding, and publicizing high profile activities in research/creative activities and performance.

Tactic 6/3/2: Strengthen College’s significance and prestige by marketing accreditation in all four arts (Art & Design, Dance, Music, and Theatre), publicizing in-depth arts education opportunities for the general college student, etc.

Tactic 6/3/3: Work with Alumni Relations Office to highlight the activities of our successful alumni using all media outlets at our disposal.
<table>
<thead>
<tr>
<th>CSP Target Metrics (USP Priority 1)</th>
<th>2016 (TTU)</th>
<th>2017 (TTU target)</th>
<th>2018 Target (TTU target)</th>
<th>2020 Target (TTU target)</th>
<th>2025 Target (TTU target)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1-year retention rate of FTIC freshman</td>
<td>88.4%</td>
<td>89.7%</td>
<td>84.5%</td>
<td>86.0%</td>
<td>90%</td>
</tr>
<tr>
<td>6-year graduation rate of FTIC freshmen</td>
<td>62.1%</td>
<td>63.2%</td>
<td>61%</td>
<td>63%</td>
<td>68%</td>
</tr>
<tr>
<td>4-year graduation rate of FTIC freshmen</td>
<td>32%</td>
<td>33.9%</td>
<td>35%</td>
<td>37%</td>
<td>45%</td>
</tr>
</tbody>
</table>

Percent of FTIC enrollment

<table>
<thead>
<tr>
<th>Count: 127</th>
<th>Count: 149</th>
</tr>
</thead>
<tbody>
<tr>
<td>African-American/Black</td>
<td>3.93%</td>
</tr>
<tr>
<td>Asian</td>
<td>1.73%</td>
</tr>
<tr>
<td>Hispanic</td>
<td>29.92%</td>
</tr>
</tbody>
</table>

Number of baccalaureate degrees awarded

| 136 | 127 |
| 5,247 | 5,320 |
| 5,400 | 5,500 | 5,750 |

Number of master's degrees awarded

| 62 | 56 |
| 1,639 | 1,700 |
| 1,780 | 1,850 | 2,000 |

Number of doctorate degrees awarded

| 28 | 23 |
| 331 | 340 |
| 350 | 380 | 400 |

Number of undergraduate students enrolled

| 780 | 803 |
| 29,963 | 30,619 |
| 31,000 | 32,000 | 36,000 |

Number of graduate plus law students enrolled

| 315 | 316 |
| 6,588 | 6,500 |
| 6,750 | 7,000 | 8,500 |

Number of undergraduate degrees offered online

| 0 | 0 |
| 10 | 12 |
| 15 | 20 | 25 |

Number of international students enrolled

| 57 | 67 |
| 3,105 | 3,350 |
| 3,800 | 4,500 | 5,000 |

Number of students studying abroad

| 21 | 12 |
| 1,378 | 1,400 |
| 1,600 | 2,000 | 2,500 |

Total student credit hours

| 47,136(FY16) | 46,025(FY17) |
| 956,111 | 977,550 |
| 999,500 | 1,050,000 | 1,170,000 |

Student credit hours taken at regional sites

| 57 | 33 |
| 3,634 | 3,836 |
| 4,000 | 4,400 | 5,500 |

Student credit hour per full-time student (undergraduate)

| 14.1 | 14.1 |
| 14.2 | 14.3 |
| 14.5 | 15 |

Number of student credit hours taken online

| 4,789 (FY16) | 4,789 (FY 17) |
| 149,744 | 160,000 |
| 175,000 | 195,000 | 250,000 |

Total number of faculty (IPEDS)

| 133 | 134 |
| 1,537 | 1,575 |
| 1,618 | 1,708 | 1,966 |

Student-to-faculty ratio (IPEDS) (not available at college level)

| 21 | 20.9 |
| 20.8 | 20.6 | 20 |

Presidential Scholarships awarded (data requested)

| *** | *** |
| 1,139 | 2,000 |
| 2,500 | 2,700 | 3,000 |

Number of National Merit Scholars

| 15 | 16 |
| 17 | 20 | 30 |

Percentage of first time in college (FTIC) students who graduate in the top 10% and 25% of high school classes

| 32/34 | 22/36 |
| 25/52 | 26/53 | 27/54 | 28/56 | 33/61 |

Average FTIC ACT/SAT scores in the 25-75 percentile

| 23-29 | 22-27 |
| 22-27 | 23.7/27.4 |
| R 495-610 | R 548 - 640 |
| R 500 - 590 | R 515 - 615 |
| 23.8/27.4 | R 535 - 625 |
| M 500-605 | M 538 - 613 |
| 24/28 | R 540 - 640 |
| M 520-610 | M 525 - 625 |
| 24/28 | R 545 - 645 |
| M 545 - 645 |
TTU PRIORITY AREA 2  Enable innovative research and creative activities (TTU)

We will continue to expand research, scholarship and creative activity to discover and advance knowledge, to improve quality and sustainability of life for the citizens of our state, nation and world, and to support technology transfer and other activities that enhance economies. (TTU)

Goals in this area should address research and creative activities (discovery and advancement of knowledge and expression by faculty, students and staff; applications of that knowledge to improve quality/sustainability of life and enhance economies). For faculty, tactics will be oriented to RESEARCH & CREATIVE ACTIVITY.

TCVPA GOAL 7: Discover and advance knowledge, including scholarly, evidence-based, and empirical research, and expand creative and entrepreneurial activities in the arts

OBJECTIVE 7/1: Exemplify disciplinary excellence and proficiency in both traditional skills and innovative techniques
Tactic 7/1/1: Recruit, support, and sustain faculty of demonstrated prominence/promise in their respective fields.
Tactic 7/1/2: Reward appropriate and relevant faculty entrepreneurial activities in promotion and merit decisions.

OBJECTIVE 7/2: Develop arts practice research & scholarship through an emerging research culture that forges innovative multidisciplinary, interdisciplinary, and interinstitutional collaborations
Tactic 7/2/1: Encourage intra-college collaborations such as the Arts Initiative in Medicine*(see appendix) through internal grants and/or grant-writing support.
Tactic 7/2/2: Continue to offer Dean’s Advancing Creative Scholarship Awards, CH Foundation Arts Initiative in Medicine Grants, Dean’s International Faculty Travel and Research Grants, Dean’s Graduate Research Grants.
Tactic 7/2/3: Support entrepreneurial, creative, or empirical research activity and collaborations with TTU entities such as the Innovation Hub with internal grant programs.

OBJECTIVE 7/3: Embrace and create innovative technologies for individual expression and social change, including research laboratories specializing in performance research
Tactic 7/3/1: Contribute to provide innovative technologies in support of research activities, such as the Arts Research Collaboratory
Tactic 7/3/2: Establish Center for Arts Research in Human Performance (CARHP).

TCVPA 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
Tactic 8/1/1: Pursue arts research and creative activity focused on the study and enhancement of human performance
Tactic 8/1/2: Promote interdisciplinary research teams and opportunities that address wellness, quality, and sustainability of life (parallels 11/2)

TCVPA 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
Tactic 9/1/1: Use the arts as an economic engine for urban renewal.
Tactic 9/1/2: Participate as a leader in the ARTS Lubbock impact on our city.
Tactic 9/1/3: Work with the Innovation Hub, TCVPA alumni and local agencies to develop networks of mentors for student and faculty entrepreneurial projects.

OBJECTIVE 9/2: Integrate research and practice through arts entrepreneurship opportunities
Tactic 9/2/1: Provide courses, degree programs, and events focused on arts business and arts entrepreneurship.
Tactic 9/2/2: Provide courses, degree programs, and focus events focus on arts business and arts entrepreneurship.

CSP Target Metrics Table: Enable Innovative Research and Creative Activities

<table>
<thead>
<tr>
<th>CSP Target Metrics (USP Priority 2)</th>
<th>2016 (TTU)</th>
<th>2017 (TTU target)</th>
<th>2018 Target (TTU target)</th>
<th>2020 Target (TTU target)</th>
<th>2025 Target (TTU target)</th>
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<tbody>
<tr>
<td>Total research expenditures</td>
<td>$2,934,733</td>
<td>$166,494,207</td>
<td>$2,962,921</td>
<td>$180,000,000</td>
<td>$200,000,000</td>
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<tr>
<td>Restricted research expenditures (THECB)</td>
<td>$753,557</td>
<td>$694,025</td>
<td>$66,000,000</td>
<td>$80,000,000</td>
<td>$120,000,000</td>
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<tr>
<td>Federal research expenditures (NSF)</td>
<td>$713,292</td>
<td>$659,329</td>
<td>$39,000,000</td>
<td>$47,000,000</td>
<td>$75,000,000</td>
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<tr>
<td>New invention disclosures</td>
<td>64</td>
<td>70</td>
<td>75</td>
<td>80</td>
<td>120</td>
</tr>
<tr>
<td>Number of patents granted</td>
<td>5</td>
<td>7</td>
<td>10</td>
<td>16</td>
<td>25</td>
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<tr>
<td>Number of start-up companies</td>
<td>5</td>
<td>6</td>
<td>8</td>
<td>10</td>
<td>15</td>
</tr>
<tr>
<td>Papers/Publications (Refereed)</td>
<td>13</td>
<td>23</td>
<td>2,100</td>
<td>2,500</td>
<td>3,900</td>
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<tr>
<td>Creative works/Performances (Juried)</td>
<td>163</td>
<td>142</td>
<td>343</td>
<td>365</td>
<td>420</td>
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<tr>
<td>Books/Book chapters (Reviewed/Refereed)</td>
<td>7</td>
<td>15</td>
<td>276</td>
<td>293</td>
<td>340</td>
</tr>
<tr>
<td>Number of faculty awards received</td>
<td>7</td>
<td>11</td>
<td>16</td>
<td>20</td>
<td>25</td>
</tr>
<tr>
<td>Number of national/international awards received</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Number of prestigious &amp; highly prestigious faculty awards (<a href="http://www.depts.ttu.edu/vpr/award-ops/major-ext-awards.php">http://www.depts.ttu.edu/vpr/award-ops/major-ext-awards.php</a>)</td>
<td></td>
<td></td>
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<td></td>
</tr>
<tr>
<td>Number of members of the National Academies</td>
<td>5</td>
<td>5</td>
<td>6</td>
<td>7</td>
<td>10</td>
</tr>
</tbody>
</table>

TTU PRIORITY AREA 3 Transform lives and communities through strategic outreach and engaged scholarship (TTU)
We will partner with our local, regional, national, and global communities to stimulate creativity, innovation, and social and economic development … working together to solve the complex problems facing people and communities. (TTU)

Goals in this area should address strategic outreach and engaged scholarship (transformation of lives and communities via arts scholarship and practice). For faculty, tactics will be oriented to ENGAGED SCHOLARSHIP AND SERVICE.
TCVPA 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
Tactic 10/1/1: Develop a reliable system for documenting outreach projects so they can be posted in TCVPA marketing campaigns.

OBJECTIVE 10/2: Maintain and expand strategic outreach, including the East Lubbock Promise Neighborhood arts programs
Tactic 10/2/1: Search and apply for grants to support similar Engaged Scholarship projects.

OBJECTIVE 10/3: Promote Engaged Scholarship and service learning beyond occasional, individual projects; document and archive data
Tactic 10/3/1: Educate faculty about what Engaged Scholarship is and alert them to research opportunities in the field.
Tactic 10/3/2: Develop and support Engaged Scholarship by rewarding it in merit, tenure and promotion decisions.
Tactic 10/3/3: Work toward higher faculty compliance in reporting research in Engaged Scholarship. Explore ways to communicate new discoveries to a wider audience.
Tactic 10/3/4: Provide ES opportunities and community outreach projects for students.

TCVPA 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
Tactic 11/1/1: Develop extracurricular programs and opportunities for arts engagement by members of the campus community and the general public
Tactic 11/1/2: Maintain relationships with the Helen Jones Foundation, the CH Foundation, the J.T. & Margaret Talkington Foundation, the Lubbock Community Foundation, etc.

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
Tactic 11/2/1: Maintain relationships with the Louise Hopkins Underwood Center for the Arts, ARTS Lubbock, Lubbock Entertainment/Performing Arts Association, Lubbock Economic Development Alliance, Moonlight Musicals, Flatlands Dance Theatre, Outpost Repertory Theatre, Ballet Lubbock, Lubbock Symphony Orchestra, Hub Theatre Group, The Museum of Texas Tech, KTTZ, etc.

TCVPA GOAL 12: Use the arts to help solve complex problems facing people and communities

OBJECTIVE 12/1: Provide integrative programs such as arts administration and the Fine Arts Doctoral Program to prepare students to work in varied capacities within arts communities
Tactic 12/1/1: Develop arts therapy programs to address gaps in the workforce.
Tactic 12/1/2: Maximize collaborations with the Burkhart Center for Autism.

OBJECTIVE 12/2: Promote scholarly opportunities, such as those at the intersection of arts and medicine, that address problems across diverse communities
Tactic 12/2/1: Continue TTUHSC recital collaboration program.
**Tactic 12/2/2:** Explore possibility for collaborative programs involving visual art, theatre, and dance.

**Tactic 12/2/3:** Develop internship opportunities for students with US and/or international arts and health-care providers.

**OBJECTIVE 12/3:** Promote emerging areas in the arts as pathways for collaboration and engagement with local, regional, national, and global partners

**Tactic 12/3/1:** Support faculty and student travel and/or technological training to develop competencies in emerging arts areas.

**Tactic 12/3/2:** Support emerging disciplines in the hiring of new faculty.

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### CSP Target Metrics Table: Outreach and Engaged Scholarship (OES)

<table>
<thead>
<tr>
<th>CSP Target Metrics (USP Priority 3)</th>
<th>2016 (TTU)</th>
<th>2017 (TTU target)</th>
<th>2018 Target (TTU target)</th>
<th>2020 Target (TTU target)</th>
<th>2025 Target (TTU target)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of hours faculty and staff were involved in TTU OES</td>
<td>8,428</td>
<td>4,208</td>
<td>490,000</td>
<td>520,000</td>
<td>600,000</td>
</tr>
<tr>
<td>Number of project, programs, classes, and events provided for/in partnership with the community</td>
<td>72</td>
<td>69</td>
<td>760</td>
<td>800</td>
<td>900</td>
</tr>
<tr>
<td>Number of non-TTU attendees and participants in TTU OES activities</td>
<td>57,933</td>
<td>134,154</td>
<td>966,000</td>
<td>975,000</td>
<td>1M</td>
</tr>
<tr>
<td>Number of K-12 students and teachers participating in TTU OES activities</td>
<td>11,151</td>
<td>20,399</td>
<td>425,000</td>
<td>430,000</td>
<td>450,000</td>
</tr>
<tr>
<td>Number of external awards received for excellence in OES (NEW in 2017)</td>
<td>NA</td>
<td>NA</td>
<td>NEW</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Number of service learning courses offered</td>
<td>8</td>
<td>7</td>
<td>103</td>
<td>107</td>
<td>120</td>
</tr>
<tr>
<td>Number of OES scholarly publications, presentations, and performances (NEW in 2017)</td>
<td>NA</td>
<td>NA</td>
<td>NEW</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Number of collaborative OES partnerships</td>
<td>?</td>
<td>814</td>
<td>23</td>
<td>855</td>
<td>900</td>
</tr>
<tr>
<td>Total OES external funding</td>
<td>$417,086?</td>
<td>$2,484,450?</td>
<td>$41M</td>
<td>$43.5M</td>
<td>$50M</td>
</tr>
</tbody>
</table>

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*AIM summary:*

- 16 Arts Initiative in Medicine (AIM) Research Teams working on projects that include Alzheimer's, Autism, Aphasia, Parkinson's, Stroke, Movement Disorders, The Acquisition and Refinement of Motor Skills, Virtual Arts Hosting, and Musical Perception
- The central goals are to:
  - Increase multidisciplinary AIM research, integrating the visual and performing arts into a wide variety of therapeutic settings to facilitate wellness
  - Implement music, dance, theater performances and art exhibits into the hospital setting to enrich the lives of patients
  - Widely disseminate the program by developing a training curriculum for students and professionals to provide arts programs within medical settings
Increase awareness of the power of the arts in improving the human condition through healing, therapy, research, and creativity with quality, cost-effective experiences that achieve positive outcomes for patients, families, caregivers, and health care employees.

**Partners and Collaborators:** Since AIM’s inception, faculty interactions have expanded and coalesced into specific collaborations, supported by both graduate and undergraduate student involvement. Current project collaborators and advisors alongside the Talkington College and TTU’s Health Sciences Center include:

- Houston Methodist Hospital
- Covenant Children’s Hospital
- University Medical Center
- Covenant Hospital
- TTU’s Burkhart Center for Autism Education & Research
- TTU Neuroimaging Institute