

College of Creative Arts *Strategic Plan* Alignment

with

West Virginia University's *2010 Plan*

PREFACE

The current *Strategic Plan* for the College of Creative Arts, adopted in 2002, is operational until the end of 2007. During 2007, the College, with input from faculty and staff, created a new *Strategic Plan* which was aligned to WVU's *2010 Plan*. The College adopted the **5 goals** of the University *Plan*, and responded to those goals with College-specific goals, which are referenced below as Strategic Outcomes. These CCA Strategic Outcomes were approved at the end of the Spring, 2007, and the finalized CCA *Strategic Plan* was adopted by the College Executive Committee on December 18, 2007.

COLLEGE OF CREATIVE ARTS MISSION STATEMENT

The mission of the faculty and staff of the College of Creative Arts is to advance the visual and performing arts. We advocate life-long appreciation, understanding, and involvement in the arts as a medium in which the diversity of human experience is expressed, examined, and valued.

We accomplish our mission by being a student-centered College, educating succeeding generations of artists, teachers, and scholars through excellence and innovation in performance, exhibition, scholarship, and the dissemination of creative research. We provide exceptional opportunities for critical engagement in the arts to the citizens of West Virginia and beyond.

COLLEGE OF CREATIVE ARTS VISION STATEMENT

As the premier college for the visual and performing arts in the state of West Virginia, we are committed to leadership and recognition for excellence in innovative arts education, research, and performance.

PLANNING ASSUMPTIONS (continued from the CCA *Strategic Plan, 2002-07*)

The College of Creative Arts will continue to:

- offer professional, nationally accredited education in the arts;

- offer current academic programs;
- offer advanced creative research, scholarship, and performance;
- train future educators at all levels for public and private pre K-12 and higher education;
- introduce programmatic enhancements responsive to University needs and to the College's dynamic academic and arts environment;
- enhance recognition of its excellence in teaching, research, and performance;
- pursue its commitment to advancing our national role in the arts, with strong international programs;
- provide staff, faculty, and students with support in achieving their professional goals;
- have a significant role in the cultural and economic life of the University, community, region, and state.

STRATEGIC OUTCOMES

Strategic outcomes (CCA goals) represent the results the College must achieve in order to move firmly and progressively toward the fulfillment of its vision and the *WVU 2010 Plan*. Outcomes represent verifiable commitments which are continually tracked and evaluated in order to measure progress.

The College has identified a number of key "outcome areas" which, taken together, encompass the range of our professional activities and our alignment with the *WVU 2010 Plan*. What follows are the outcome statements that represent the commitments that will drive the principal activities of the College of Creative Arts in the current three year planning period. Each outcome is followed by measurable strategic objectives listed under 2008-2010.

WVU 2010 Plan Goals are listed in **bold** type. Outcome areas are listed in *italics*.

1. Attract and Graduate High Quality Students

Maintain Professional Accreditation in All Divisions

Baseline

- CCA is the only fine arts college in WV to have all major programs professionally accredited
- Art's NASAD re-accreditation is due 2011

- Music's NASM re-accreditation is due 2009
- Theatre's NAST re-accreditation is due 2016

2008-2010

- Music will successfully complete its' re-accreditation in 2009.

Meet WVU Goal of 848 majors by 2010

Baseline

- CCA currently enrolls 696 majors (-89 in response to WVU Goal)
- CCA has hired an Enrollment Specialist
- CCA is implementing Undergraduate Recruitment Strategies

2008-2010

- Enrollment Targets –

WVU

2008 – 804

2009 – 825

2010 – 848

Meet WVU Goal of 1173 FTEs by 2010

Baseline

- CCA FTEs at 1086, +9 of Fall, 2007 Goal
- Art 101 and Theatre 101 are being taught as a Distance Education Class

2008-2010

- CCA will reach enrollment targets for majors
- CCA will create new GEC courses offerings in each Division
- CCA will create new GEC Distance Education courses in Music and Theatre (Theatre 170, World Theatre, is scheduled to be offered in 2008-09)
- Two Film Studies courses, approved by the Faculty Senate, are awaiting acceptance as GEC courses.

Improve Retention Rate

Baseline

- current retention rate is 71.8% for students retained within the CCA and 90.9% for students retained at WVU

2008-2010

- Improve retention rate to 82% by
 - creating an alumni/ae lecture series
 - improving academic and career advising
 - new professional practice courses
 - revising first-year orientation courses
 - promoting MDS major as an alternative program to careers in the Arts

Create New Curricular Opportunities

Baseline

- International programs are established in Brazil, China, and Italy
- New minors in visual art and arts administration have been created
- Modules in musical theatre and acting before the camera are offered in theatre

2008-2010

- CCA will create minors in world music, film studies, musical theatre and museum studies
- CCA MDS Degree will be promoted
- MFA, MM or DMA/MBA dual degree will be created in partnership with the College of Business and Economics
- professional practice (transition to the professional world) courses, junior year, will be developed in each Division
- professional internship opportunities will be increased in all Divisions
- semester programs in Italy, Milan, and San Giovanni Valdarno will be operational by 2008

Increase Private Scholarship and Student Travel Funds

Baseline

- 14% of CCA students supported by private scholarship funds
- Student Travel support averages \$12,000 yearly

2008-2010

- 20% of CCA students will be supported by private scholarship funds
- Goal of \$500,000 for endowed scholarship funds established in *CCA Campaign Plan* (2008-2014)
- Goal of \$1,200,000 established for endowed student travel and international travel funds in *CCA Campaign Plan* (2008-2014)

Promote Excellent Advising

Baseline

- Theatre and Dance formally evaluates advising

2008-2010

- Evaluation of advising will be formalized at the College level
- Outstanding advising will be celebrated with established CCA awards and recognition

2. Recruit and Retain High Quality Faculty Committed to the Land-Grant Mission

Advance a competitive salary schedule for entry level positions

Baseline

- From 2005 to 2007, entry level CCA salaries moved from \$39,000 to \$46,000

2008-2010

- Continue to offer competitive entry level salaries through re-allocation of personal service funds.

Respond to Salary Compression Issues

Baseline

- Higher entry-level salaries are kept within “striking distance” of recent CCA hires
- Market adjustment funds are added to performance based salary increases to address salary compression issues

2008-2010

- Current method will be employed to address future salary compressions

Provide start-up research support for new faculty

Baseline

- 2007 incoming CCA faculty received up to \$5,000 for studio equipment and up to \$3,000 to assist with moving expenses (Foundation funds)

2008-2010

- Similar start-up packages need to be in place, however their availability is dependent upon increased private funding

Provide professional development funds for faculty who have been granted tenure or promotion

Baseline

- In addition to available CCA and WVU development funds, \$500 is made available to newly promoted and or tenured faculty

2008-2010

- This practice will continue at current level

Provide research support funds for Sabbatical and Development Leave faculty

Baseline

- Sabbatical and Development Leave faculty currently are awarded \$1,000 to \$2,000 for equipment and/or travel

2008-2010

- This practice will continue at current level

Enhance faculty mentoring

Baseline

- Little formal faculty mentoring occurs in the College
- CCA has instituted a series of new faculty orientation events

2008-2010

- Each Division will develop opportunities for faculty mentoring

Adopt a differential workload paradigm for tenured faculty where and when feasible

Baseline

- Short of Sabbatical and Development Leaves, faculty engaged in specific research or development activities are given one semester reduction of teaching loads, subject to available funding to cover instructional costs

2008-2010

- This practice will continue at current level, subject to available funding

Increase program recognition nationally and promote faculty research activities

Baseline

- College newsletter sent to all NASAD, NASM, and NAST schools
- One program currently ranked in *US News and World Report* – MFA in Visual Art, #52
- Ten faculty involved in leadership positions in national organizations
- CCA has hosted, on occasion, national conferences for professional arts organizations

2008-2010

- CCA Marketing Plan will address promotion of faculty research/creative activity
- Differential workload paradigm will be available to faculty who hold executive positions in national/professional organizations
- CCA will continue to host national conferences at the CAC

Provide leadership opportunities for protected class and interested faculty

Baseline

- Two of three Division chairs are members of protected classes; director of Community Arts is a protected class member

2008-2010

- Actively seek CCA participation of protected class individuals in leadership positions, including assistant chairs

Increase research/development support funds

Baseline

- CCA provides \$10,000 yearly for faculty/staff development funds

2008-2010

- CCA faculty/staff development funds will be increased --

2008 - \$12,000

2009 - \$13,000

2010 - \$14,000

3. Enhance the Educational Environment for Student Learning

Maintain professional staff and increase development funding for staff

Baseline

- Staff development funds are available
- CCA employs a number of specialized professional staff

2008-2010

- Business Office will be re-structured with the goal of more efficient operations
- One additional CAC staff position will be added to assist academic programs
- A staff line to service electronic media technology will be created
- Staff development funds will be increased with overall faculty/staff development monies as stated above

Continued CAC studio/classroom renovations, space reallocation and life safety upgrades

Baseline

- CAC major performance venues have been renovated
- Life Safety upgrades have been substantially completed
- New computerized control systems on the HVAC have been completed; CAC is more closely monitored

2008-2010

- Former music library space renovations are nearing completion. Three new studios--small ensemble rehearsal, theatre movement, and electronic music lab are projected to open during the Spring, 2008, semester
- 232A will be renovated to create a new c-tech classroom
- 440A will be upgraded to a c-tech classroom
- A new student lounge area will be created
- Two additional basic c-tech classrooms will be created
- Music practice and rehearsal rooms will be acoustically upgraded
- 502A will be renovated to house electronic media and digital photography in Art
- HVAC and studio environmental systems will continue to be monitored and upgraded

Seek studio and storage space outside the CAC

Baseline

- No studio/educational space exists outside the CAC
- Theatre and Dance rents storage space for set furniture, props, etc.

2008-2010

- Current CAC storage areas will be cleared and space re-allocated among Divisions
- Production Pottery Studio will be moved off campus
- The feasibility of off-campus Art faculty and graduate studio space will be examined
- Better off-campus storage facilities will be sought

Celebrate excellence in teaching

Baseline

- Outstanding faculty in teaching, research/creative activity, and service in each Division are publicly recognized.

2008-2010

- This public recognition will continue

Utilize the WVU Art Museum to enhance educational opportunities

Baseline

- Currently, a course in Curatorial Practices is taught

2008-2010

- When the WVU Art Museum opens:
 - a museum studies minor will be created
 - museum education courses will be developed for Art Education majors

Support Professional Technology; expand the digital database of works of art

Baseline

- In 2007, \$100,000+ (Provost's Office and CCA monies) funded significant electronic media upgrades in Art and Music
- Private funds supported the renovation of the CAD lab in Theatre and the Photo studio in Art
- Digital database has reached 12,000 images

2008-2010

- As stated above, four new c-tech classrooms will be created in the CAC
- As stated above, a staff position in electronic media technology will be created
- Current electronic media studios continually will be upgraded through re-allocation of state and private funds
- Digital database will be expanded as necessary

Support the creation of new and relevant GEC courses

Baseline

- With the exception of the new History of Architecture courses, CCA GEC courses have continued their traditional pedagogy

2008-2010

- Music GEC courses in the history of American Musical Theatre and World Music will be developed
- Alternative pedagogies in new GEC courses will be developed

Support WVU Libraries; expansion of electronic journals

Baseline

- Three endowment currently support the purchase of library materials

2008-2010

- *CCA Campaign Plan* establishes a goal of an additional \$200,000 for library acquisitions

4. Promote Discovery and Exchange of Knowledge and Ideas

Create partnerships with WVU Colleges and external arts organizations that lead to new research opportunities

Baseline

- PSO partnership expands professional opportunities for Music faculty
- CCA Divisions regularly host West Virginia arts conferences

2008-2010

- CCA will continue to seek partnerships with professional Arts organizations
- Divisions will continue to host professional conferences

Support the creation of new interdisciplinary courses

Baseline

- An Honors class on Modernism has been developed and taught by three faculty from each of the CCA Divisions.

2008-2010

- Collaboration among CCA faculty will be encouraged

5. Improve West Virginia Health, Economy, and Quality of Life

Create the WVU Art Museum

Baseline

- WVU houses an Art Collection with approximately 2000 objects; 800 objects are museum quality
- 1.5 million toward construction costs has been pledged or raised

2008-2010

- Architectural firm for the re-design of Michael Graves' Erickson Alumni Center will be chosen early in 2008; design process will begin

- Art Museum Director will be selected by Spring, 2008
- Art Museum fundraising campaign kicks into high gear, Spring, 2008
- Art Museum community board and acquisitions committee will be formed
- WVU Art Museum will open by 2010

Expand and enhance Community Arts offerings reaching the citizens of West Virginia and the region

Baseline

- In 2006, Division Community Arts programs were centralized into a CCA Department of Community Arts
- Community Arts offerings have increased 30%, from 308 to 416 students

2008-2010

- Community Arts offerings will continue to expand, enrollment and geographic range will increase
- Multidisciplinary classes will be added to the offerings
- Target enrollment by 2010 is 600 students

Create a CCA marketing plan

Baseline

- No formal marketing plan exists for the CCA and CAC.

2008-2010

- A CCA/CAC Marketing plan will be developed and implemented beginning in 2008-2009

Bring top echelon artists to Morgantown; continue with performances, exhibitions, lecture, and outreach activities which serve the cultural and economic life of our community and State

Baseline

- Approximately 20 visiting artists are hosted by the CCA yearly, with the majority of these lectures, performances, and master classes free and open to the public

- CCA events draw approximately 32,000 visitors to the CAC annually
- CCA/CAC events impact the local economy, contributing to the four million+ dollars which the arts generate yearly in Morgantown
- Pittsburgh Symphony Orchestra/West Virginia University partnership brings a world class orchestra with internationally renowned conductors and soloists to Morgantown

2008-2010

- PSO/WVU partnership will continue
- CCA will seek additional partnerships which establish the highest standard of performances and exhibitions for the Morgantown audience

Increase audience size at CCA/CAC events

Baseline

- Yearly ticket sales at CCA events number approximately 11,000.

2008-2010

- Address audience increase in CCA/CAC Market Plan above
- Increase yearly average ticket sales by 20%.

Create CCA Arts Series at the Cultural Center in Charleston in partnership with the West Virginia Division of Culture and History

Baseline

- Series began in 2007-2008 season; of 14 activities, 7 are sponsored by the CCA

2008-2010

- Series will continue featuring faculty and student artists from all Divisions
- Series will include receptions for patrons from the Charleston area