

COLLEGE OF VISUAL AND PERFORMING ARTS

THE UNIVERSITY OF TOLEDO

Strategic Plan

Endorsed October, 2011

Updated February, 2012

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INTRODUCTION

As a new college, the College of Visual and Performing Arts (CVPA) is in the exciting position of developing its own unique identity, this strategic plan is built on our past and continuing accomplishments, with a goal of creating new directions for the future. The College has been charged with transforming undergraduate education at the University of Toledo. To that end, we are dedicated to examining our areas of strength and infusing them with sound educational and creative initiatives, which require a commitment of each individual to our efforts as a whole.

Every individual is important to the success of this newly formed college. Each person, be they student, faculty or staff will play a critical role in our overall success. We have a responsibility and an opportunity to direct the future of arts education at the University of Toledo, and by example and extension, to the impact of the arts in the greater Toledo community, Northwest Ohio and across the nation.

The plan incorporates ideas submitted by faculty in a series of open meetings during the spring 2011 semester. The information gathered was organized into a draft document, which was distributed to stakeholders in the college for further input early in the fall 2011 semester. It was endorsed by the CVPA Faculty on October 7, 2011 and updated with new names/titles on February 10, 2012.

MISSION STATEMENT

University: *The mission of The University of Toledo is to improve the human condition; to advance knowledge through excellence in learning, discovery and engagement; and to serve as a diverse, student-centered public metropolitan research university.*

College: *The College of Visual and Performing Arts of The University of Toledo provides students with a learning environment that fosters creative scholarship and exploration. We embrace both innovation and the traditions of our disciplines. Through collaborative learning and artistic practice we prepare new artists, scholars and arts educators who will lead, challenge, and inspire.*

Alignment: Through the development of artists, scholars and educators able to use the arts as a venue to improve the human condition by observing, reflecting and commenting on all aspects of humanity, the CVPA mission strongly supports the University's mission. The arts serve as a vital aspect of any public metropolitan research university, providing all members of the institution with a variety of opportunities for artistic exploration and practice, enabling them to engage both as audience member and as participant. Excellence, in artistic practice, comes about by combining a solid grounding in artistic tradition with a willingness to explore new concepts and to make new discoveries.

VISION STATEMENT of the College of Visual and Performing Arts

As the newly established College of Visual and Performing Arts at the University of Toledo, we will define ourselves as a distinguished leader in collaborative, creative and scholarly arts education, regionally and nationally. We will inspire our students to hold the arts in highest regard, to invest themselves in their education, and to be actively involved in creative inquiry and risk-taking.

We will champion the arts as relevant, critical, and essential to our contemporary lives – to uphold artistic tradition and embrace creative innovation as vehicles for human transformation and cultural betterment.

GUIDING PRINCIPLES of the College of Visual and Performing Arts

In order to create a sense of community among all of our constituents, we will foster and further these values:

- a passion for the arts, shared with others through our actions and creative efforts;
- a respect for diversity of thought and being;
- an openness to critical thinking and an exchange of ideas, demanding mutual respect for differences of opinion and response;
- a commitment to excellence in learning, teaching, research, performance, and service;
- a standard of professionalism through integrity of action;
- a pledge to progressive evaluation and improvement of our curricular endeavors.

GOALS

Goal 1: We will establish the CVPA as a transformative environment that fosters innovative and creative learning, scholarship, and exploration.
In support of UT Directions goal(s): 1.2, 2.3, 3.1, 3.4, 3.7, 4.1, 5.9, 6.7, 6.9
Objectives:
Establish ART's Axis, a center to foster ongoing interdisciplinary curriculum, programming, creative activity and research within the CVPA.
Integrate arts with STEMM and other disciplines throughout the University; <ul style="list-style-type: none">• Through ART's Axis, the Center for Creative Interaction;<ul style="list-style-type: none">○ ArtScience initiative – STEMM;○ Center for Innovative Design and Technology - COIL and STEMM;○ Identify and coordinate existing and future “sensory literacy” partnerships with the Health Science faculty and administration;• Cultural Arts District – UT Urban Affairs, COBI.
Present and disseminate results of interdisciplinary work within the CVPA and through other partnerships.
Identify new positions in the CVPA that would align with the University mission and/or ART's Axis and submit hiring proposals.
Advocate for and pursue increased funding support for the CVPA; <ul style="list-style-type: none">• Advocate for renewed internal funding opportunities for arts and humanities event programming within the University in order to better leverage external funding;• Seek external funding opportunities in support of;<ul style="list-style-type: none">○ ART's Axis;○ Visiting artists and scholars in the Visual Arts, Music, Theatre and Film;• Develop new revenue streams for the CVPA;• Develop a signature fundraising event.

Goal 2: We will strengthen Undergraduate education in the College of Visual and Performing Arts
In support of UT Directions goal(s): 1.1, 1.5, 4.2, 4.3, 4.5
Objectives:
<p>We will recruit, and retain a larger, more academically prepared and diverse student body;</p> <ul style="list-style-type: none"> • Develop departmental recruitment plans that target diverse and highly qualified students for the College; • Investigate the feasibility and ramifications of establishing an audition/portfolio requirement for acceptance into all programs in the College; • Strengthen relationships with area high schools and investigate dual enrollment possibilities; • More fully integrate the ALLC into the larger College community; • Reorganize the Student Services Office to include the hire of an arts-specific professional advisor to serve all first year students, reserving faculty advisers for upper level students; • Participate with University efforts to strengthen articulation agreements.
<p>Undertake an internal assessment of all program curricula in light of accreditation efforts, current State of Ohio regulations, Core Curriculum changes, and University Program Review;</p> <ul style="list-style-type: none"> • Move undergraduate Art Education and Music Education programs to CVPA; • Develop and implement any new or revised proposals based on the results of the program curricula assessment; • Institute an e-portfolio requirement in all CVPA programs; • Develop & assess a Student Learning Objective in professional practices for each program.
<p>Achieve full arts accreditation for the CVPA and the University;</p> <ul style="list-style-type: none"> • Maintain existing accreditations with NASAD and NASM; • Pursue and secure accreditation for the Theatre and Film programs.
<p>Create a submission & acceptance process for undergraduate thesis projects within ART's Axis.</p>

Goal 3: We will improve and expand graduate education.
In support of UT Directions goal(s): 2.1, 2.4, 6.2, 6.5, 6.9
Objectives:
Undertake an internal assessment of all program curricula in light of accreditation efforts, current State of Ohio regulations, Core Curriculum changes, and University Program Review; <ul style="list-style-type: none"> • Move graduate Art Education and Music Education programs to CVPA; • Develop and implement any new or revised proposals based on the results of the program curricula assessment; • Expand DL offerings in Masters in Music and Art Education degrees.
Establish a new graduate-level degree program or certificate of study in interaction design with the College of Engineering.
Establish a 1 year Masters in Music Performance option.

Goal 4: We will strengthen outreach & engagement partnerships
In support of UT Directions goal(s): 1.3, 6.1, 6.2, 6.3, 6.4, 6.5, 6.6, 6.8
Objectives:
Expand existing and create new local and regional partnerships; <ul style="list-style-type: none"> • Establish a CVPA advisory committee; • Work with local arts organizations to create mutually beneficial and effective arts internships and programming with local arts organizations; • Build community ownership and responsibility through joint arts advocacy, professional practice and service learning; • Expand leadership and participation in the greater artistic community of the region; • Explore and create new partnerships as part of ART's Axis, the Center for Creative Interaction.
Expand existing and create new national and international partnerships; <ul style="list-style-type: none"> • Continue relationships with national professional organizations emphasizing student participation; • Renew former, strengthen continuing and forge new international partnerships; • Explore and create new partnerships as part of ART's Axis, the Center for Creative Interaction.

Goal 5: We will build a strong operational infrastructure for the new CVPA.
In support of UT Directions goal(s): 3.7, 4.2, 4.4, 4.6
Objectives:
<p>Establish foundational structures and procedures;</p> <ul style="list-style-type: none"> • Create new bylaws, college elaborations and operating procedures in accordance with University policy; • Create an accessibility plan; • Create a diversity plan.
<p>Develop a future learning spaces/environments expansion plan based on feedback from accrediting associations and recruitment/enrollment/retention efforts and data.</p>
<p>Broaden professional development opportunities throughout the college;</p> <ul style="list-style-type: none"> • Set aside a percentage of the signature fundraising event for professional development opportunities for faculty and students; • Encourage participatory experiences; • Institute regularly scheduled sharing of professional experiences college-wide.
<p>Continue planning and development of Carson Library's 2nd floor north as a dedicated space for ARTs Axis.</p>
<p>Recruit and retain high quality professional and graduate faculty;</p> <ul style="list-style-type: none"> • Develop and implement a mentoring plan for college faculty; • Develop a plan for attrition of faculty due to retirement.

OUTCOME MEASUREMENT

Goal 1 Outcome: CVPA Center for research and creative activity established.

Measurements for year 1:

- First ArtScience project underway;
- UpTown Signature Park project underway;
- ARTS Axis conceptualized and initial program planning begun;
- Hiring proposal submitted;
- One new revenue stream for College created;
- At least two external grants pursued.

Continuing annually:

- At least two sensory literacy partnerships established with Health Science Faculty;
- At least one cross-disciplinary arts event annually;
- Solicitation/selection of new ArtScience projects.

Measurements for year 2:

- Second ArtScience project underway;
- Strategic hires accomplished.

Continuing annually:

- ARTS Axis well established with annual assessment in place.

Goal 2 Outcome: Increased enrollment and improved retention figures.

Measurement for year 1:

- 3% increase in enrollment;
- The e-portfolio requirement will have been defined by each discipline, and ready for implementation in fall 2012;
- 25% of seniors will have submitted graduation portfolios;
- NASAD site visit conducted successfully;
- NAST consultant visit held;
- Art and Music Education programs move to CVPA underway;
- Core curriculum in the arts established;
- Departmental recruiting plans established and initial outreach begun;
- Student Services Office reorganized, and new adviser hire completed;
- Accrediting body for Film chosen.

Continuing annually:

- 100% compliance in program review and assessment efforts.

Measurements for year 2

- Portfolio/audition admission requirement instituted with minimal (less than 1%) negative effect on enrollment;

- 50% of seniors will have submitted graduation portfolios;
- SLO in professional practices established for each program;
- Theatre accreditation underway;
- Film accreditation underway.

Continuing annually:

- 100% of first year students will have established e-portfolios;
- Departmental recruiting efforts.

Goal 3 Outcome: Increased graduate enrollment, new graduate opportunities established.

Measurement for year 1:

- Art and Music Education programs move to CVPA underway;
- Plan for expanding DL offerings in Art and Music Education complete.

Measurement for year 2:

- Feasibility study for new graduate possibilities completed;
- Plan for expanding DL offerings in Art and Music Education implemented;
- Initial proposal for new graduate degree or certificate based in ART's Axis developed and submitted.

Measurement for year 3:

- New graduate degree or certificate proposal in approval process.

Goal 4 Outcome: Internal and external constituents regularly confirm the value of the services CVPA provides.

Measurement for year 1:

- Advisory committee established and initial meetings held;
- At least 2 partnership projects accomplished;
- At least 5 examples of faculty professional outreach in the community identified;
- Service learning component added to at least 1 class in each discipline;
- At least 2 opportunities for students to attend national professional organizations identified and pursued;
- At least 2 of strongest potential international partnerships identified.

Measurement for year 2:

- Third community partner identified and project undertaken;
- At least one international partnership established.

Continuing annually:

- Regular meetings (at least one each semester) of Advisory committee held;
- At least one international exchange/opportunity undertaken;

- No less than 5 examples of faculty professional outreach in the community underway;
- At least 1 student presentation for national professional organization undertaken.

Goal 5 Outcome: CVPA operates with functional diverse governance structures and effective student support services.

Measurement for year 1:

- College bylaws, elaborations and operating procedures completed;
- Diversity and accessibility plans completed;
- 2011 URAF presentations held;
- At least 3 participatory faculty professional development opportunities are awarded.

Measurement for year 2:

Continuing annually:

- Signature fundraising event developed and held;
- At least 3 participatory professional development opportunities are awarded to students and/or faculty;
- Faculty and student presentations held.

Measurement for year 3:

- Facilities plan in development.