College of Fine Arts
&
Communication
STRATEGIC PLAN
2015/16 – 2019/20

COLLABORATE. INNOVATE. CREATE

LAMAR UNIVERSITY
MEMBER THE TEXAS STATE UNIVERSITY SYSTEM™

Mission statement

The College of Fine Arts and Communication at Lamar University provides students with an innovative and cutting edge curriculum that empowers them to thrive and show leadership in their chosen field of study. The college's focus on diversity, accessibility, equality and social justice allows students and faculty to transform the communities of Southeast Texas and beyond through the arts and the communication sciences.

A. STRATEGIC GOAL: Enhance access to CoFAC's educational programs and student services to improve enrollment and time to graduation by 10% per year from 2016/17 –2019/20.

Objective 1: To strengthen student support to improve time toward graduation by 20% by spring 2019.

TACTIC	Time frame	Responsibility	Metrics
Appoint a student services director	Fall 2016	Dean	Appointment in place Jan. 1, 2017
Implement career oriented initiatives in collaboration with career services	Spring 2017	Student services director Career services	**Determine baseline numbers** Number of students who attended events Number of students who gained work and internships Relevant NSSE/FSSE measures
Tap into existing mentoring programs on campus	Per semester	Students services director Faculty	DFW rates Time toward graduation Number of alerts Participation in mentoring programs
Enhance career opportunities through in- and externships	Per semester	Assigned faculty in each program	Number of in- and externships
Identify and include students in college activities in their freshmen year	Fall 2016	Student services director Designated faculty	Number of freshmen joining CoFAC activities
CoFAC student Council	Fall 2017	Student services director Dept. chairs	# of meetings #number of outcomes

Objective 2: To improve enrollment across all departments in CoFAC by 10% by Fall 2018

TACTIC	Time frame	Responsibility	Metrics
Set up monthly meetings with marketing and recruitment office	Summer 2016	Dean Marketing and Recruitment	Enrollment numbers
Set clear, doable and agreed-upon growth goals for each program	Fall 2016 – Spring 2019	Dean Dept. Chairs Recruiting faculty	Enrollment numbers # of school visits # of students attending summer camps
Increase articulation agreements with community colleges	Fall 2016 – Fall 2017	Dean Dept. Chairs Recruitment office	Enrollment numbers % Increase in articulation agreements
Increase number and amount of scholarships in all departments	Fall 2016 – Fall 2018	Dean Advancement Office	Enrollment numbers % increase in scholarships awarded
Identify graduate programs that has the potential for international enrollment	Fall 2016	Dean Department chairs	% increase in international graduate student enrollment
Recruit internationally for graduate programs	Summer 2017 – Fall 2019	Associate Dean Graduate directors	% increase in international graduate student enrollment

Objective 3: To develop innovative course work and teaching methods through the review of 100% of academic programs and the implementation of one new academic program in each department by fall 2019.

TACTIC	Time frame	Responsibility	Metrics
Provide more equitable workload to allow faculty to create better professor/student relationships.	Fall 2016	Special Assistant to the Dean	Equitability of workloads across all departments.
Encourage and compensate faculty members who participate in teaching enhancement programs	Fall 2016 – Spring 2019	Dept. Chairs	# of faculty who participate. Improvement in SSI
Increase research/creative opportunities for students	Fall 2016 – Spring 2019	Dean Dept. Chairs	% Increase in student participation
Encourage and compensate more applications for programs from the Office of Undergraduate Research	Fall 2016 – Spring 2019	Faculty	% Increase in undergrads being funded
Review teaching schedules to ensure optimal use of space	Fall 2016 – spring 2017	Department chairs Special Assistant to the Dean	% increase in use of space
Review and plan for growth re facilities and technology	Spring 2017	Special Assistant to the Dean	70% Optimization of facilities

B. STRATEGIC GOAL: *Leverage core strengths while elevating the overall quality of education and scholarship in CoFAC by 15% per year from 2016/17 to 2019/20*

Objective 1: To grow and support top researchers and creative scholars to increase publications in top tier journals and performances/exhibitions at national and international level have increased by 50% in spring 2019.

TACTIC	Time frame	Responsibility	Metrics
Recruit strong leaders and outstanding researchers/teachers	Continuous	Dean Department chairs	Annual increase in # of publications and performances
Establish a competitive monthly research/creative colloquium for the college	Spring and fall semesters	Assistant to the dean and CoFAC faculty senate	Annual increase in # of publications and performances
Raise endowments dedicated to endowed chairs in niche programs	Continuous	Dean Development office	Number and value of endowments by spring 2019
Establish a Dean's Seminar Series for each semester focusing on interdisciplinary connections in CoFAC and beyond.	One per semester	Assistant to the dean Department heads	Number of interdisciplinary research projects in the college each year
Develop Excellence Awards college-wide for teaching, research/creative activity, and service	Annually	Dean Assistant to the Dean CoFAC Faculty Senate	Number of qualified nominees/candiates each year
Establish an interdisciplinary research office where research grants and funding opportunities are identified and faculty members are assisted with grant writing.	Continuous	Dean Lamar office of Research	% increase in grant applications and grants awarded

Objective 2: To ensure equitable workload distribution and salaries across CoFAC to include 100% of faculty by spring 2019.

TACTIC	Time frame	Responsibility	Metrics
Review college policies and procedures to establish college-wide approaches to workload distribution	Fall 2016	Assistant to the Dean CoFAC Faculty Senate	Ratio between students and contact hours SCH generation per faculty member
Review salaries for equitability and address salary compression and gender inequality	Spring 2017	Dean Budget coordinator	Equitable salary distribution based on qualifications, job level, years of experience
Create a college-wide framework for tenure and promotion that sets out clear performance expectations	Spring 2017	Assistant to the Dean CoFAC Faculty Senate	Departmental tenure and promotion documents. Number of faculty who earn tenure and promotion.
Establish clear performance expectations for the annual review of faculty, department chairs and staff members	Fall 2016	Dean Assistant to the Dean CoFAC Faculty Senate	Annual review of performance improvement
Establish clear performance expectations for each department	Fall 2016	Dean	Annual review of performance improvement
Innovate and streamline curricula and cut unnecessary courses	Continuous	Assistant to the Dean Department chairs	# of courses reviewed and restructured
Ensure maximum enrollment in all courses with the aim of eliminating course sections	Continuous	Assistant to the Dean Department chairs	% Increase in e nrollment numbers per course section

Objective 3: To establish common areas for program development across disciplines to increase interdisciplinary programs in which the college participates by 50% by spring 2019.

TACTIC	Time frame	Responsibility	Metrics
Improve and leverage campus-wide technology infrastructure and invest in appropriate software	Continuous	Assistant to the dean Department heads	% increase in collaborative programs
Focus on the development of interdisciplinary graduate programs to increase graduate enrollment	Continuous	Department chairs Graduate directors	Graduate enrollment in college programs
Develop interdisciplinary student teams to engage in innovative solutions to societal issues	Each semester	Department chairs	TBD
Develop shared physical environments that encourage interdisciplinary cooperation and research, e.g. a media convergence lab and performing arts center	Spring 2019	Dean	Completion of projects
Design and support new graduate/PhD programs	Continuous	Dean Department chairs	# of new graduate programs
Set up a "speed-dating" event for research collaboration	Each semester	Deans Department chairs Faculty	# of faculty participating
Implement online/hybrid graduate programs for each department	Fall 2018	Dean Department chairs	# of new online/hybrid programs

C. STRATEGIC GOAL: Develop a leading-edge environment that will increase enrollment in all college academic programs by 15% per year from 2016/17 – 2019/20.

Objective 1: To develop forward-looking academic programs and program outcomes that will increase enrollment in the college by 50% by fall 2020.

TACTIC	Time frame	Responsibility	Metrics
Identify outstanding niche programs and prioritize their support	2016/17	Department chairs Dean	Enrollment in niche programs
Address faculty teaching loads to encourage more interpersonal relationships between faculty and students	As per previous tactic		
Create a think-tank for each program that focuses 10 years ahead and build innovative course work and teaching methods	2016/17	Department chairs	Number of niche programs Participation in teaching development
Provide more teaching assistantships for labs, based on graduate enrollment	Review 2016/17 Implement 2017/18	Assistant to the dean Department chairs	# increase in TAs
Upgrade facilities and fit with cutting-edge technology	Continuous	Assistant to the dean Department chairs	# of upgrades
Start an entrepreneurship incubator in media and the arts in collaboration with Business	2016/17	CoFAC Dean Business Dean	# of entrepreneurs graduating from incubator

Objective 2: To encourage innovative and cutting-edge research and creative activity by 50% by spring 2019.

TACTIC	Time frame	Responsibility	Metrics
Promote and provide opportunities for interdisciplinary research particularly in STEAM areas (piggy-back on Visionary Initiatives)	Fall 2016	Dean Department chairs	% increase in research grant applications % increase in collaborative, interdisciplinary projects
Develop and support leadership in national and international academic organizations	Continuous	Department chairs Faculty	Baseline research on current positions % increase in leadership positions
Recognize excellence in research and teaching through competitive grants and faculty leadership	Annually	Dean Department chairs Faculty	% increase in competition submissions
Encourage and compensate faculty for conducting international interdisciplinary research	Annually	Dean Department chairs	% increase in competition submissions

Objective 3: To improve workflow and accelerate output to 100% of efficiency by the end of spring 2017

TACTIC	Time frame	Responsibility	Metrics
Identify, review and improve administrative processes that make it difficult to purchase or acquire new technology and equipment.	Fall 2016	CoFAC Business Coordinator	Survey of AAs and Lamar admin to measure attitude and baseline identification of processes and problems. % decrease in administrative problems.
Invite key administrative units to provide training on processes and procedures to speed up processing of administrative requests	2016/17	CoFAC Business Coordinator Departmental Admin Assistants	# of presentations Follow-up survey
Plan proactively 8 months ahead, i.e. plan in spring for fall purchases and programs	Annually	Departmental AAs CoFAC Business Coordinator	% decrease in administrative problems
Identify environmental and infrastructure obstructions that slow down creative, research, teaching and service outputs	Fall 2016	Special Assistant to the Dean	Survey of faculty

D. STRATEGIC GOAL: Enhance data-based systems, metrics, and reporting procedures to increase the use of data in decision-making, improving student well-being and faculty performance to 100%.

Objective 1: To promote college-wide use of data for departmental performance improvement by 100% of departments and auxiliary services in the college by spring 2017.

TACTIC	Time frame	Responsibility	Metrics
Develop an agreed-upon template for departmental performance metrics	August 2016	Dean Department Chairs	Creation of baseline data for departmental performance assessment
Train department heads in data analysis and application for program improvement, such as time toward graduation	Fall 2016	Dean Special Assistant to the Dean Department Heads	Inclusion of required data in departmental performance reports at the end of the 2016/17 academic year.
Establish a college committee to assess data and identify areas that require data analysis	Fall 2016	Special Assistant to the Dean CoFAC Faculty Senate	Inclusion of required data in departmental performance reports at the end of the 2016/17 academic year.
Implement metrics for enrollment management, particularly in terms of course sections and course enrollment.	Summer 2017	Special Assistant to the Dean Department Chairs	100% optimization of faculty resources applied to course sections and course enrollment.

Objective 2: To promote use of data to improve faculty and staff performance by 25% in December 2017.

TACTIC	Time frame	Responsibility	Metrics
Revise and update guidelines for tenure and promotion in all departments	Fall 2016	Special Assistant to the Dean Departmental Personnel Committees Department Chairs	100% revision and completion of tenure and promotion documents in all CoFAC departments
Create criteria for faculty distinction	Fall 2016	Special Assistant to the Dean CoFAC Personnel Committee	100% Implementation of assessment criteria in F2.08 reviews for the 2017 calendar year.
Review F2.08 and adapt to fit performance metrics	Fall 2016	Dean Special Assistant to the Dean CoFAC Personnel Committee CoFAC Faculty Council	100% implementation of new F2.08 for the 2017 calendar year.
Provide career development opportunities to improve performance areas where necessary	Continuous	Dean Department chairs	25% Improvement in performance metrics of faculty and staff identified for career development
More reliably collect and use student evaluation data in annual faculty reviews	Fall 2016	Department Chairs Faculty	Improvement in student participation of faculty teaching
Use student evaluation data to improve classroom performance	Continuous	Department Chairs Faculty	Improvement in faculty classroom performance.
Ensure professional and consistent assessment of staff members and auxiliary services employees	2016 calendar year	Dean Department chairs	100% of professional evaluation of all staff members
Provide training opportunities for staff members and auxiliary service members	Continuous	Dean Department chairs	25% Improvement in performance metrics of faculty and staff identified for career development

Objective 3:   **To use data for the assessment of learning outcomes by 100% of departments by Fall 2017.**

TACTIC	Time frame	Responsibility	Metrics
Review learning outcomes and provide assessment grids for each learning outcome	Spring/summer 2017	Department chairs Departmental assessment committees	100% of assessment procedures implemented in fall 2017
Create a uniform template for each department for the evaluation of internships and externships to assess learning outcomes that are aligned with program assessment.	Spring/summer 2017	Department chairs Departmental assessment committees	100% implementation of assessment of internships and externships by fall 2017
Improve post-graduation data-gathering by implementing a bi-annual alumni survey.	Fall 2017	Special Assistant to the Dean Alumni Affairs	Baseline data gathered from alumni
Use post-graduation data gathering for program improvement.	Spring 2018	Department chairs	% increase in enrollment by fall 2018 and subsequent years.

E. STRATEGIC GOAL: Tell Lamar University's story to connect the communities we serve with our mission, accomplishments and aspirations to improve relationships, attitudes and awareness of the college to an overall measure of outstanding among 75% of stakeholders by 2019/20.

Objective 1: To improve relationships with key stakeholders by 25% by Spring 2018

TACTIC	Time frame	Responsibility	Metrics
Conduct a CoFAC communication audit to determine baseline attitudes for different stakeholder groups	2016/17 academic year	Dean Lamar Foundation	Creation of baseline data
Communication and relationship building with faculty and staff through informal social meetings, strategic planning sessions and monthly status meetings that include auxiliary services	Continuous	Dean	Creation of baseline data for measuring future improvement
Revisit and re-establish relationships with Friends of the Arts and Le Grand Bal organizers	Continuous	Dean Lamar Foundation	% increase in attendance and event participation of in college events
Revisit structure and role of the advisory council	Summer/fall 2016	Dean Council members	% increase in attendance and involvement of council members
Improve relationships with internal Lamar stakeholders to ensure efficient, timely and courteous services	2016/17 academic year	Dean Chair of Dept. of Communication	Creation of baseline data
Provide opportunities for students to showcase their knowledge and skills	November, annually	Dept. Chairs Student Advisors	# of students participating in career events
Create an ambassadors program for the college and its departments	Spring 2017	Dean's office Dept. Chairs	# of student ambassadors who participate as ambassadors
Develop summer outreach projects for South Park community relating to the arts	Continuous	Dept. chairs in art President's office	# of South Park youth participating in events

Objective 2: To build a vibrant alumni and donor program for the college to increase gifts and endowments by 10% annually.

TACTIC	Time frame	Responsibility	Metrics
Set annual development targets	Summer 2016	Dean	Baseline measures for each target
Identify and again acknowledge past donors	Continuous	Foundation Dean's office	% Increase in existing donor gifts
Strengthen alumni relations through e-newsletters and other communication	Continuous	Alumni Affairs Dean's office	% increase in alumni giving
Identify and cultivate potential donors and alumni in other geographic areas	Continuous	Foundation Dean's office	% increase in new donor giving
Identify and communicate development priorities based on strategic plan	Summer 2016	Dean's office	% giving for identified projects

Objective 3: To leverage our environment and media platforms to tell our story to improve relationships with all stakeholder groups by 25% by spring 2017.

TACTIC	Time frame	Responsibility	Metrics
Revisit all promotional materials in terms of design and messaging	Summer 2016	Natasha Poggio Dean Lamar Marketing	Copy testing to determine acceptability
Leverage social media and online platforms to tell our story	Continuous	Sharon Forrett	# of communiques % increase in attitude and awareness of college among stakeholders
Provide centralized information page on college website of all the services offered throughout the college	Immediate	Sharon Forrett	# of click throughs, page visits and other web analytics
Improve visual appeal of buildings to reflect the work faculty and students are doing – one building per year	Continuous	Dean Department chairs	% increase in attitude and awareness of departments among stakeholders
Improve department-specific web pages	Continuous	Sharon Forrett Department chairs	% improvement in web usage as reported through web analytics