



**Draft**

**College of Fine Arts and Communication**

**Strategic Plan**

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## VISION

To have a **life-changing positive influence** on our students, faculty and staff who contribute to transforming the metropolitan region and beyond.

## MISSION

The mission of the College of Fine Arts and Communication at the University of Missouri – St. Louis is to make meaningful, unique, and collaborative contributions to the fine arts and communication in our metropolitan area and beyond through excellence in education, outreach, creative activity, and research.

## VALUES

### Excellence

The **pursuit of excellence**—in creative thought and achievement, in artistic performance, in scholarship, in the pedagogies of our disciplines, in service to our professional communities—**provides the foremost motivation** for the students, faculty, and staff of the College of Fine Arts and Communication.

### Partnership

Mutually beneficial collaborations with community organizations, and metropolitan area schools and corporations will include **sustained, synergistic relationships in communication and the fine arts** with closely related internships and collaborative projects to support teaching, research and service related initiatives.

### Opportunity

Resources of the College will be used to avail faculty, staff, students and members of the UM-St. Louis community with **increased opportunities in scholarship and the fine arts**.

### Diversity

The College values **diversity in people, artistic production, research, teaching, and service**.

### Stewardship

The administration, faculty and staff **make prudent use of the funds received** from all sources and provide recognition of that support.

### Integrity

**We act with the highest moral principles and professional standards** in teaching, research, creative production, and service.



## Goals 2012

### Constituent

- ∞ We are viewed as a **top quality Fine Arts and Communication College**.
- ∞ The **quality of our students has improved** as we find creative methods to select students that meet our rising criteria.
- ∞ **Enrollment has increased steadily**, consistent with faculty resources and student credit hours now exceed 25,000 (23,595 in 2007).
- ∞ We have an excellent **reputation for accessibility** that has enhanced enrollment.
- ∞ We have **expanded and enhanced our internships opportunities, collaborations and partnerships** with external organizations and businesses.

### Financial

- ∞ We have **significantly strengthened our development efforts**.
  - We have an active Community Leadership Council that has effectively increased the number of annual donors to greater than 750 (from 489 in 2007) with annual giving exceeding \$150,000 (from \$108,350 in 2007).
  - The Alumni Board has grown to greater than 15 participants and there are 300 alumni donors contributing \$16,000 annually.
- ∞ Our **endowment fund** exceeds \$15M.
- ∞ **Capital fund raising** has resulted in \$25M of contributions.
- ∞ We are **effective stewards of donated resources**, finding multiple ways to recognize and thank our donors.

### Operational

- ∞ We have **expanded our program offering** from among these and other possibilities:
  - Ph.D. in Communication / Masters in Music in Performance / Ph.D. in Music Education / M.F.A. in Studio Art / M.A. in Art History.
- ∞ We continue to **implement the campus master plan** for the CoFAC.

### Organization

- ∞ The core values of the CoFAC are evident in all of our interactions, both internal and external.
- ∞ We **recruit, develop and retain top quality professionals** who actively support our vision and uphold our values.
- ∞ As new facilities allow us to consolidate under fewer buildings, we have **effectively redeployed overlapping resources** to support aspects of our vision.



# Strategic Priorities

## I. Leading Edge Research and Creative Activity.

**Objective I.1: Provide opportunities and incentives for faculty to pursue research and creative activities that influence and enhance their respective disciplines.**

**Action I.1a:** Encourage faculty to submit more requests to Office of Research Administration (ORA) and other sources to fund research and to utilize ORA staff in developing the proposal.

**Action I.1b:** Work with advancement to identify specific project-based proposals for approval.

**Objective I.2: Provide professional, high quality performance/exhibition space while encouraging partnerships with leading artists and performers.**

**Action 1.2a:** Solicit professional organizations; host performances, conferences, festivals, guest lectures.

**Action 1.2b:** Consider utilizing the “visiting professor” concept to bring specific expertise to the college.

**Action 1.2c:** Collaborate with the division of Continuing Education and Outreach and the Center for Humanities to bring in expertise for workshops, lectures, etc.

**Objective I.3: Encourage a close relationship between research/creative activity and teaching, through curriculum advances, faculty-supervised internships, faculty/student collaborations, and student-based activities.**

**Action 1.3a:** Encourage College and department level undergraduate and graduate symposia, and increase student participation in campus-wide symposia.

**Action 1.3b:** Utilize campus resources to create more visibility and publicity to promote our research and creative activity. (Consider filling empty seats at campus performances with local students.)

**Action 1.3c:** Consider posting on MyGateway a more complete description (or a link to syllabus) for special topic courses.



## **II. International and diverse performing arts education and presentation.**

### **Objective II.1: Ensure unique audience experiences through overall quality and distinctiveness of performances and exhibitions.**

**Action II.1a:** Fully implement the “Explore-Experience-Engage” format in all CoFAC events (including Touhill presenting season).

**Action II.1b:** Produce and distribute on-line companion features to enhance the audience’s experience.

**Action II.1c:** Design additional educational features and programs relevant to the events offered that would enhance the audience’s experience and understanding of the relevance of the arts in their lives.

**Action II.1d:** Develop ways to credit UM-St. Louis faculty who participate in audience education activities.

**Action II.1e:** Publicize these features as unique to the Touhill so that they become an identifying feature of Touhill presentations.

### **Objective II.2: Recruit performing arts students from around the world to promote diversity and bring a greater international contribution to arts education at UM- St. Louis.**

**Action II.2a:** Work with Admissions and Center for International Studies to implement appropriate and effective advertising campaigns through traditional and innovative means that bring the awareness of the assets of a UMSL CoFAC education to potential students abroad.

**Action II.2b:** Design and support faculty recruiting and research visits to other countries. These visits can be organized through the Center for International Studies, in partnership with outside organizations, and through other faculty exchange visits.

**Action II.2c:** Establish residential scholarships to cover the costs of living expenses for international students on campus.

### **Objective II.3: Bring to the campus artists and events that represent a diverse view of the arts in our world today, as well as those which contribute to an understanding and appreciation of past cultural traditions (the continuum of human artistic expression).**

**Action II.3a:** Develop a presenting plan that highlights diverse programming in relation to the community, utilizing rental events, partnership presentations, and direct presentations.



**Objective II.4: Use the Touhill’s public visibility as a mechanism to attract attention to CoFAC presentations that feature the talents and accomplishments of outstanding faculty and students.**

**Action II.4a:** Identify key performances in the academic schedule that will be considered public showcases, and advertise them appropriately.

**Action II.4b:** Broadcast and/or make available on-line these “showcase events” when possible.

**Action II.4c:** Include these “showcase events” in Touhill general public marketing material and provide additional advertising and PR support.

**Objective II.5: Develop a strategic plan that presents a unified purpose and message for campus use of the Touhill Performing Arts Center.**

**Action II.5a:** Create a representative committee to weigh these issues, accepting input from all concerned, and develop recommendations for implementation.

**Action II.5b:** More fully utilize the Touhill Academic Usage Committee in formulating and implementing policy and practice related to academic usage of the Touhill.

### **III. Dynamic Educational Programming**

**Objective III.1: Foster active learning through engaging, hands-on, creative and interactive experiences for students.**

**Action III.1a:** Integrate creative pedagogical methods.

**Action III.1b:** Promote appropriate use of technology to improve student learning.

**Action III.1c:** Collaborate with Division of Continuing Education and Outreach to increase appropriate use of Winter intersession courses.

**Objective III.2: Enhance use of current and state of the art technology to connect students and faculty with the global community and each other.**

**Action III.2a:** Promote participation in available on-campus technology sessions and the development of grants to improve the use of technology in teaching.

**Action III.2b:** Work with ITS to develop more technology training in specialized areas related to the Fine Arts, and/or support attendance at off-site training sites.

**Objective III.3: Refresh existing courses and develop new courses based on faculty research and new developments in the field.**



**Action III.3a:** Encourage faculty to bring more of their own research into the classroom.

**Action III.3b:** Encourage faculty research grant applications related to teaching areas of individual faculty members.

**Action III.3c:** Provide more faculty in-service opportunities, including funding to attend professional conferences.

**Objective III.4: Enhance use of external resources**

**Action III.4a:** Strengthen internships and service learning programs and encourage more student participation.

**Action III.4b:** Provide more travel and study opportunities for both faculty and students.

**Action III.4c:** Encourage and help support financially (when possible) student teaching abroad (China and South Korea already in place in COE).

## **IV. Transformational Collaborations**

**Objective IV.1: Sustain and expand existing College collaboratives and develop collaborations to function as productive new pathways for community-College interaction**

**Action IV.1a:** Obtain Advancement Office assistance to provide adequate resources

**Action IV.1b:** Seek new partnerships on- and off-campus

**Objective IV.2: Sustain and expand the availability of valuable real-life student internship experiences with major institutions and businesses**

**Action IV.2a:** Make connections with additional institutions and businesses related to College departments

**Action IV.2b:** Have faculty supervision of internships

**Objective IV.3: Design and implement new collaborations with campus and community arts and communications entities which will be well served by student involvement and which will provide valuable student service learning experiences directly related to each student's major**

**Action IV.3a:** Conduct invitational student, faculty, business and organization seminars on student service learning

**Action IV.3b:** Include service learning, as appropriate, in department curricula

**Action IV.3c:** Have faculty supervision of service learning experiences



**Objective IV.4: Develop internal and external collaborations to foster interdisciplinary research and teaching**

**Action IV.4a:** Form College faculty discussion groups to brainstorm potential interdisciplinary research and teaching projects

**Action IV.4b:** Seek partnerships to support interdisciplinary research and teaching

**V. First class supporting facilities and technology**

**Objective V.1: Construction of a Fine Arts and Communication building near the Touhill Performing Arts Center and Gallery 210.**

**Action V.1a:** Realize the campus action plan as it pertains to CoFAC.

**Action V.1a:** Centralize some of the administrative functions of the college.

**Objective V.2: Through renovation of existing buildings or new construction, consolidate the departments of the college in building suitable to their teaching, administrative and outreach needs.**

**Action V.2a:** Renovate the General Services Building

**Action V.2b:** Construct the Fine Arts & Communication building.

**Objective V.3: Upgrade or create studios that make up the college including; practice rooms, laboratories, and classrooms throughout all departments that make up the college.**

**Action V.3a:** Consider the following improvements

- ∞ Additional smart rooms with computer stations.
- ∞ Black box venue for rehearsals and student Theatre performances.
- ∞ Large and small rehearsal studios.
- ∞ An expanded number of dedicated classrooms for art history, including seminar rooms.
- ∞ Improved digital laboratory facilities both in number of workstations.



**Objective V.4: Install, replace and/or upgrade the technology, hardware, and software and studio equipment of the various departments of the college as funds are available.**

**Action V.4a:** Consider the following improvements:

- ∞ Replace and upgrade remote video equipment.
- ∞ Need software studio equipment in radio and TV.
- ∞ A college or campus-wide subscription to a good survey tool.
- ∞ Equipment to support the successful program in ceramics.
- ∞ Equipment to expand the sculpture program to include metalworking.
- ∞ Computer labs dedicated to studio art programs.
- ∞ Upgraded equipment for printmaking.
- ∞ Frequent upgrades of digital projection equipment.
- ∞ Upgrades of hardware and software.

## **VI. Increased external funding and wise stewardship**

**Objective VI.1: Increase and develop annual and endowed scholarship opportunities for undergraduate scholarships and graduate fellowships.**

**Action VI.1a:** Approach alumni twice annually for scholarship level gift through Pierre Laclede Society participation including direct mail and telephone follow up.

**Action VI.1b:** Increase personal visits (including faculty and Dean as available) with alumni and friends to inform and solicit endowment level gifts.

**Action VI.1c:** Pursue possibility of special event to benefit endowed scholarships for each department of CoFAC.

**Objective VI.2: Continue and enhance communication with, and recognition of, donors regarding the impact of their investment.**

**Action VI.2a:** Investigate methods of “Friend” recognition within public view and, in collaboration with Alumni Relations, pursue possibilities for CoFAC Alumni recognition in departments of relevance.

**Action VI.2b:** Continued recognition of all donations through CoFAC publications including Line-Up and Advancement printed materials.

**Objective VI.3: Expand project-based opportunities for public support including short term artist residencies and creative commissions incorporating student and faculty participation.**

**Action VI.3a:** Forward information on current opportunities and suggested residencies and commissions to Advancement to allow for submission for corporate, foundation and individual solicitation of support.



**Action VI.3b:** Notify Advancement and assigned Public Relations officer about “master class” performances and professional presentations that would serve to benefit friends and alumni of the college.

**Objective VI.4: Assist in the development of collaborative proposals for service learning; student travel/study options; and community interactive projects that may be appropriate for submission to interested individuals, foundations, and corporations.**

**Action VI.4a:** Share listings of current internships and suggestions for possible corporate collaborations with Advancement for submission within proposals requesting support.

**Action VI.4b:** Develop specialized information regarding collaboration with local community college campuses.