College of Fine Arts
THE UNIVERSITY OF UTAH

CFA Strategic Plan
for 2018-2023
Revision Date 1/15/19
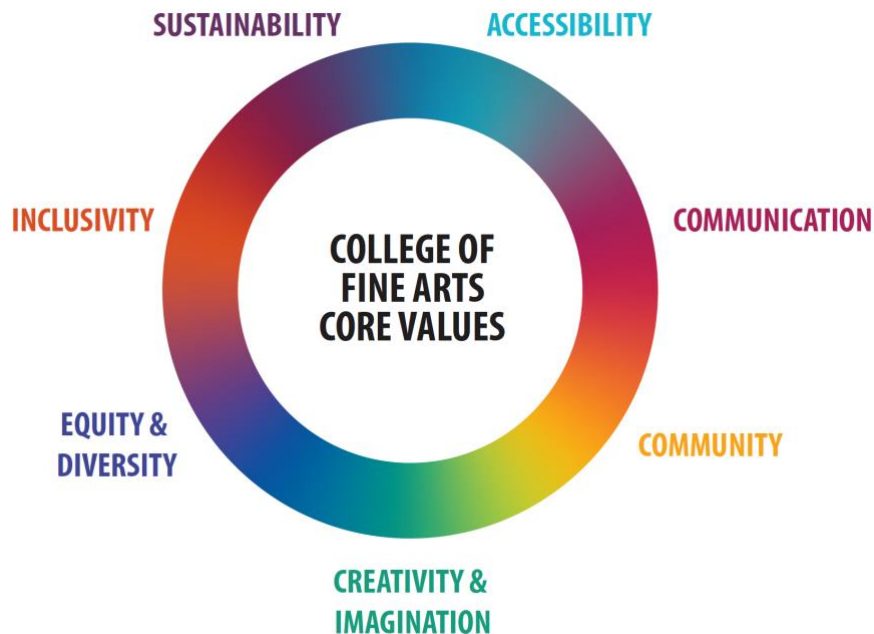Ratified by CFA College Council 2/15/19

College of Fine Arts Vision:
A world where we harness the power of the arts to inspire us all to find our voices, fuel our passions, and ignite our futures.

College of Fine Arts Mission Statement:
Generate and share new knowledge through inclusive and sustainable inquiry in and through the arts.

College of Fine Arts Core Values:

CFA Goals (based on the University of Utah's four Strategic Goals https://president.utah.edu/universitystrategy/):
1. Develop and Transfer New Knowledge
2. Promote Student Success to Transform Lives
3. Engage Communities to Improve Health and Quality of Life
4. Ensure Long-term Viability of the College of Fine Arts

This strategic plan is the product of significant reflection on the part of the faculty and staff of the College of Fine Arts (CFA). Over a period of two years, from 2016 through 2018, the college community invested thoughtful energy and cooperative efforts, examining our past and present, and boldly envisioning our future. The process led to our college community collaboratively establishing a list of shared core values, crafting newly re-envisioned mission and vision statements, and developing our four central goals for the future.

From the preliminary stages, this project has been a collective effort. Prior to the 2016 close of the college's previous strategic plan, the CFA initiated college-wide townhall meetings with a focus on discussing "Strategic Pathways." These townhall meetings engaged faculty and staff members in preliminary discussions about the future, looking toward a new strategic plan. In an August 2017 retreat, the college's Executive Committee conducted a SWOT analysis, exploring the college's perceived strengths, weaknesses, opportunities, and threats. This analysis informed the development of the team that would further shape the strategic plan. Discussions continued through the Fall of 2017, culminating in the creation of the college's four main goals, which reflect the university's goals by focusing on research, student success, community engagement, and long-term viability.

In Fall 2017, the college formed four subcommittees, one to focus on each goal, and populated the subcommittees with volunteer faculty, staff, and community members. At the close of that Fall semester, the college hosted a retreat for the subcommittees to launch the development of their respective goal areas, and subcommittee meetings and discussions continued through the Spring of 2018. At the request of the subcommittees, the college crafted surveys to collect data across the college population – including students, staff, and faculty – in the hopes that all voices would be represented in the final plan. The surveys were conducted in March of 2018, and the data collected helped shape the initiatives of the current plan.

Through the Spring and Summer of 2018, the subcommittees reviewed the survey data, began to establish focus areas, and developed and refined initiatives and action steps for each goal. In August, the college's Executive Committee reviewed, discussed, and further refined a draft of the developing Strategic Plan. Subsequently, with feedback from the Executive Committee, the subcommittees continued editing their respective sections, and began determining responsible parties and timelines for each initiative.

In Fall 2018, college-wide townhall meetings were held to discuss the draft of the plan in its entirety. Input from the college community was integrated through continued editing, and the plan was further reviewed and refined by the Dean's Cabinet and Executive Committee. The final version of the 2018-2022 Strategic Plan was distributed college-wide in January of 2019, is expected to be approved by the college's Executive Committee on February 1, 2019 and ratified by the College Council on February 15, 2019.

As we strive to live by our core values and embody our mission, our intention is for this plan to be a "living" document that will continue to evolve as we seek to reach our vision for the future of the College of Fine Arts.

CFA Goal #1: Develop and Transfer New Knowledge

Researchers within the College of Fine Arts engage in a plurality of rigorous and innovative research methods that exist, by and large, in two complementary arenas: first, the creation and dissemination of new culture; and second, humanistic or social scientific inquiry about the arts. Our goal is to support and advance arts research in the context of both a Research 1 university and an increasingly diverse society.

Objectives, Initiatives, & Actions
Objective 1:   **Diversify and improve research productivity across the College**

Initiative 1.1:   Provide key resources to support significant research efforts

Actions
1) Establish research productivity baselines across the College and unit-by-unit

2) Formalize a reduced teaching load/buyout/pre-tenure research leave program for significant research activity for pre-tenured faculty

3) Continue to work with the Office of the Vice President for Research to ensure that University-level research training and support is inclusive of the needs of arts faculty and graduate students

4) Track use of and evaluate the effectiveness of the Research Development Office (RDO) in satisfying the needs of current CFA faculty researchers, conduct a cost-benefit analysis, and determine whether to continue to support the RDO with College funds

5) Assess need annually for staff support for pre- and post-award grant application processes and management

6) Improve communication with faculty about the resources currently available to support research at the University and in the College

   a. Schedule in-person opportunities for the college's Associate Dean for Research (ADR) to communicate directly with faculty at meetings at least annually (more often if requested by units)

   b. Redesign the "Faculty Grants & Research Support" page of the CFA website to make it more user-friendly for faculty

7) Continue supporting graduate student research (e.g., Individual Student Travel Grant, CFA Grad Student Research Excellence Fellowship) and explore options for further encouraging graduate student research (e.g., writing workshops for graduate students)

8) Gather input from faculty about the current college-level granting processes to determine whether changes might increase application volume; implement changes as necessary

9) Continue collaboration with Digital Matters Lab and encourage faculty participation

10) Assess and compare research productivity at the end of the strategic plan period

Initiative 1.2:   Diversify research conducted in the CFA

The term "diversify" is intended to communicate movement in a direction that embraces the extraordinary variety of human aesthetic tradition and seeks to understand the value placed on those expressions by different communities. "Diversity" here is understood to signify not only topics related to or people from historically and currently marginalized communities, but also to include artistic traditions from outside those that have historically dominated Anglo-American research and teaching in the arts; popular arts traditions that are only recently receiving serious attention in academe; community-engaged and community-based research; and arts in applied settings.

Actions
1) Research and pilot the establishment of a national/international summer research institute at the University of Utah that focuses on diversity in the arts. Such an institute would bring together theorists, historians, practitioners of all art forms from across the globe to investigate diversity and inclusion in the arts—issues that have implications for social justice, ethics, and aesthetics. Such investigations could vary in form, from the scholarly to the creative (and hybrids thereof).

   a. Appoint a committee with representatives of all units in the College to:
      - Assess faculty interest in establishing an institute of this kind through surveys, focus groups, discussions at faculty meetings, etc.
      - Conduct research into extant summer research institutes: locations; missions; budgets/operations; administrative structures
      - Draft proposal for institute for College Council approval

   b. Begin fundraising efforts

   c. Pilot the summer institute

2) Prioritize and support unit-level strategic hiring efforts that will increase the diversity of research conducted in the College

   a. Develop a faculty search manual that supports diverse hiring practices

       b.   Investigate best practices for supporting our current arts curricula (which are largely Western-dominated) while simultaneously diversifying research and curricula to reflect and serve the needs of an increasingly diverse nation and the global knowledge economy

3) Coordinate and facilitate opportunities for interdisciplinary dialogue and research collaboration across the College (e.g., offer grants to interdisciplinary working groups for workshops with guest artists or scholars)

4) Continue to coordinate and facilitate the work of the Arts-in-Health Innovation Lab

       a.   Develop strategic outline for AIHIL

       b.   Search for and hire CFA faculty member under the Arts-in-Health Transformative Excellence Program grant (aim for July 1, 2019 start date)

       c.   Incorporate the National Center for Voice and Speech into the CFA and develop robust research ties between NCVS, CFA units, and units in the Health Sciences

       d.   Participate in search for second faculty member under the Arts-in-Health TEP in College of Health

Objective 2:   Raise the profile of research conducted by members of the College community

Initiative 2.1: Facilitate regular and effective communication about research in order to maximize visibility both inside and outside the University

Actions
1) Develop accessible, easy-to-remember language that explains briefly what it means to do "research" in the arts, with the aim of clearly communicating our research mission and activities to individuals and institutions outside the CFA

2) Educate faculty about the uses of FAR and Faculty Profiles (e.g., link between FAR and college/unit funding, merit increases, improvement of faculty visibility, and collaborative opportunities)

       a.   Develop short, online trainings and one-page handouts for faculty on how to update FAR and Faculty Profile effectively and accurately, using keywords

       b.   Clarify the link between research productivity and merit pay increases for tenure-line faculty

3) Assess existing unit-based, college-wide, or interest-based research groups at which faculty and students can present their work (e.g., School of Music currently has a forum like this) and explore opportunities for support and expansion

4) Share information about all types of research (i.e., not just performances and exhibitions) with Marketing & Communications

5) Develop communication strategy to raise profile of AIHIL—branding events and activities, increase traffic to website, publicizing activities and events connected to arts-in-health via CFA website and AIHIL website

6) Network with national and international colleagues involved with arts-in-health activities, esp. at R1 institutions

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Initiative 2.2:   Leverage the status of the University as a "highest intensity research" institution to attract and retain top graduate and undergraduate students from all over the country

Actions
1) Assess current involvement of students in faculty research, conduct inventory of available resources and incentives for involving students in faculty research, conduct inventory of barriers to student involvement in faculty research (including examination of RPT policies); eliminate barriers when possible; reassess at end of plan period

2) Disseminate information on resources to faculty and students at regular intervals through a variety of means (e.g., research newsletter, stories in owned media about research including student assistants, faculty meetings, college council, new faculty orientation, town hall meetings)

3) Incentivize student involvement in faculty research through recognizing achievements in research mentorship (newsletters, blog, social media, etc)

4) Support and promote student-driven research efforts

    a. By framing such efforts as "research" when publicizing the work, including curricular and extra-curricular work

    b. By directing students to FAF grants, the Office for Undergraduate Research and the UROP program, the Graduate School, other CFA, University, and external funding opportunities

CFA Goal #2: Promote Student Success to Transform Lives

The College of Fine Arts prioritizes student success and the opportunity to transform lives. We believe that student success can be achieved through utilizing data to drive our decision-making processes, thereby informing the strategic alignment of our curricular offerings, extra-curricular opportunities, and student funding with our goals for student access, achievement, and degree completion. Through our efforts in prioritizing student success, we expand opportunities for transforming lives.

Objectives, Initiatives, & Actions
Objective 1: Enhance CFA student success through curricular experiences

Initiative 1.1: Offer rigorous, relevant, available, and sustainable curriculum in each of the CFA degree-offering units

Actions
1) Conduct unit-driven curricular audits to determine needed curriculum reform focused on rigorous, relevant, and sustainable curriculum and aligned with institutional goals and national standards and norms; implement curricular changes as determined by the audits

2) Conduct a course scheduling review and, when possible, align course times with the University's standard block class schedule

3) Review and, if necessary, develop or refine departmental student learning assessment plans

Initiative 1.2: Create a college-wide strategic direction for establishing or expanding interdisciplinary arts programs

Actions
1) Establish task force committees charged with making recommendations for strategic directions of future and existing interdisciplinary programs (possible areas include: arts and cultural leadership, arts education, arts entrepreneurship, arts-in-health, arts technology)

2) Based on task force committees' recommendations, assign priorities and develop an action plan for interdisciplinary arts programs

Initiative 1.3: Strengthen pedagogical and curricular support for course instructors

Actions
1) Create forums to share best practices in pedagogy and/or curricular development

2) Assess departmental partnerships with CTLE/TLT/Digital Matters and explore opportunities for increased faculty participation

Objective 2:   Improve student experiences, progression toward timely graduation, and post-graduate success

Initiative 2.1:   Deploy data analytics to better understand barriers to student success and develop data-driven strategies to remove those barriers

Actions
1) Acquire support and resources to learn and employ effective ways to make data-driven decisions regarding student success (retention) and process to timely graduation

2) Create congruent college-wide and unit-level goals for student enrollment and graduation rates that align with institutional values and goals (institutional core values are: student success and engagement, research and teaching excellence, diversity, sustainability, global vision and strategy, community and leadership)

Initiative 2.2:   Maintain high-quality collaborations among faculty, administrators, staff, and academic advisors to assure students have the most accurate and timely information to navigate their chosen educational programs

Actions:
1) The CFA Undergraduate Affairs Team will hold regular meetings with unit-level leadership to share policy, process, and curricular updates

2) Develop sound and reasonable communication strategies to assure accurate, timely, and appropriate information-sharing concerning the student experience

3) By degree/emphasis, publicize an average per term cost of tuition and fees so students can accurately plan for the cost of their education

Initiative 2.3: Create a comprehensive, data-driven communication plan focused on educating students, family, staff, and faculty of academic policies and best practices aligned with student success

Actions:
1) Development of a Create Success website

2) Develop and execute a student success communication plan and coordinated graphic information (including email, UBN, social media, and printed messages)

Initiative 2.4: Assist students with their transition out of college through a college-wide internship program connected to curriculum and students' goals
Actions:
1) Create an internship coordinator position to coordinate a college-wide internship program focused on creating quality internship opportunities throughout the arts and maintaining accurate data concerning internship participation and tracking
2) Create a graduate student career preparation workshop
3) Establish a partnership with the CFA Graduate Career Coach in the University's Career & Professional Development Center

Objective 3: **Maximize scholarship/assistantship funding resources in each of the CFA degree-offering units**

Initiative 3.1: Expand scholarship and assistantship opportunities and strategically align scholarships with access, achievement, and completion goals

Actions
1) Conduct unit-level scholarship/assistantship assessment tied to established student enrollment and graduation goals that align with institutional values (including multi-year awards, recruitment funding, retention-to-graduation funding, etc.)

2) Determine and acquire optimal number of graduate students for each program and, if necessary, acquire additional support for reliable funding (public and/or private)

Initiative 3.2: Clearly communicate scholarship opportunities, deadlines and processes

Actions
1) Utilize the centralized scholarship database (Academic Works) and central scholarship award system

2) Communicate scholarship expectations, including post-acceptance requirements, academic success, and donor relations

Objective 4: **Offer relevant and sustainable extracurricular opportunities focused on student success and transformation**

Initiative 4.1: Promote transformative student-led artistic and scholarly endeavors

Actions
1) Maintain a high-quality FAF grants program focused on providing arts students opportunities to create student-led extracurricular opportunities

2) Maintain and acquire resources aligned with supporting student-led research

Initiative 4.2:   Reinforce a culture of arts collaboration and support across the CFA

Actions
1) Maintain support for the University's Arts Pass program, which ensures that CFA students have consistent performing and exhibiting opportunities

2) Conduct unit-driven "opportunities audits" to have a comprehensive list of opportunities (both extracurricular and curricular) aligned with student success and supporting arts collaboration across the CFA. An opportunities audit may identify needed changes in currently offered opportunities; barriers to the creation of opportunities, either in or across units; relationships of opportunities to curricular audits; needed resources for sustainability of opportunities; and needed creation of opportunities across areas of the arts.

3) Create processes for students to participate in student-led and collaborative opportunities across the CFA and throughout their education

CFA Goal #3: Engage Communities to Improve Health and Quality of Life

The College of Fine Arts is committed to expanding and enhancing our community engagement. By further developing our community-based research, curriculum, and experiential opportunities, we can reciprocally engage members of the college and greater community in and through a variety of educational, scholarly, and artistic contexts. We believe that, through our community engagement efforts, we can improve the health and quality of life in our communities.

Objectives, Initiatives, & Actions
Objective 1:   **Engage communities in a broad range of campus arts offerings and lifelong learning opportunities**
Initiative 1.1:   Establish a shared vision of what community-engaged teaching, research, and experiences are in the CFA Actions 1) Generate dialogues with and gather input from college leadership, faculty, staff, and students surrounding research philosophies on community engagement 2) Craft a college value statement to be adopted by the CFA
Initiative 1.2:   Increase awareness and participation in student community-based learning opportunities Actions 1) Increase the number of ArtsBridge Internships to support paid community-engaged learning experiences for undergraduate and graduate students in traditional and non-traditional learning spaces 2) Develop a pilot program to catalog community-engaged internship opportunities in order to recruit students and enhance faculty investment 3) Analyze the viability of the Sustainability Teaching Scholars Program model, as a potential method to build cross-campus awareness of arts-based learning and community-engaged initiatives
Objective 2:   **Expand outreach and engagement to shape and improve the College of Fine Arts and the U**

Initiative 2.1:   Using community-engaged approaches, enrich the educational experience of current students, support faculty research, and recruit new students to the CFA

Actions
1) Assess current CFA Community Engaged Learning (CEL) courses and determine if additional courses may qualify for CEL-designation

2) Identify specific courses that could be designated as Diversity (DV) and potentially fulfill other general education requirements that support research and learning opportunities in alternative spaces

3) Increase the number of CFA courses taught off-campus in alternative spaces

4) Provide increased curricular choices and department processes that support students in their community-engaged learning goals (e.g., establish "either or courses" that are embedded in specific programs of study; increase the number of performances, exhibits, film screenings and senior recitals that take place in community spaces)

Objective 3:   Partner with communities to meet critical needs and enhance access to the College of Fine Arts and the U

Initiative 3.1:   Increase access to the College of Fine Arts through online and hybrid course offerings

Actions
1) Work with units to identify specific courses that would be appropriate to deliver in an online and/or hybrid format

2) Increase the number of online courses across the college

Initiative 3.2: Expand opportunities for community members to engage with CFA curricula

Actions
1) Work with units to identify specific CFA curricula and artistic/performance opportunities that would be appropriate to implement in community spaces and/or satellite campuses.

2) Work with Continuing Education to examine the University Pathways - Return to the U Program, in order to consider implementing it to provide access to specific CFA courses and curricula which could be accessible to community members.

3) Work with University Neighborhood Partners to examine the Education Pathways Program, in order to consider implementing it to provide access to specific CFA courses and curricula which could be accessible to community members.

CFA Goal #4: Ensure Long-term Viability of the College of Fine Arts

The long-term viability, or sustainability, of the College of Fine Arts is an amalgamation of a variety of factors that contribute to our individual and collective strengths. So, in addition to financial health and facilities improvements, we value the morale and well-being of our diverse and inclusive college community, and believe in clearly and broadly sharing our stories.

Objectives, Initiatives, & Actions
Objective 1: Foster an atmosphere of inclusion within the College of Fine Arts where the diversity of individuals and their perspectives are valued and respected
Initiative 1.1: Recruit and retain diverse students, staff, and faculty — understanding what the diverse perspective can bring to the curriculum, student experience, and the workplace Actions 1) Support extended search periods to enable widest recruitment for all open staff and faculty positions 2) Require implicit bias training for all search committee members 3) Develop recruitment plans that specifically aim to increase student diversity
Initiative 1.2: Implement policies and processes that encourage differing perspectives and voices among all categories and ranks of employees to be heard, respected, and valued Actions 1) Allow staff and career-line faculty to participate in academic unit meetings and with relevant curricular and administrative decisions 2) Include relevant staff positions in more unit leadership structures, forums, and decision-making wherever possible

Initiative 1.3: Expand the conversations and learning around color-conscious casting, implicit bias, inclusive communications/marketing, and microaggressions
 	
Actions
1) Create Ad-hoc CFA Equity, Diversity, and Inclusion Committee, charged with developing initiatives to support equity, diversity, and inclusion efforts in alignment with University objectives
 	
   a. Provide committee members equity, diversity, and inclusion training opportunities and extend these to the CFA community
 	
   b. Establish equity, diversity, and inclusion dialogue forums

Objective 2:   **Enhance CFA employee relations, morale, and pay equity**

Initiative 2.1:   Prioritize equitable compensation for all categories and ranks of employees: staff and faculty (tenure-line, career-line and adjunct)

Actions
1) Actively pursue salary equity for staff and all ranks of faculty

    a.   Gather data from peer and aspirant institutions and the University for pay rate information

    b.   Establish an appropriate salary minimum for adjunct faculty throughout the college

2) Conduct annual merit-based performance evaluations of staff and faculty upon which merit increases can be fairly based

3) Work toward budgeting such that annual increases are financially feasible for all non-temporary employees (including the creation of a plan to encourage fair pay for adjunct faculty)

Initiative 2.2:   Enhance opportunities for connection, collaboration, and collegiality within and among members of the college and campus community (such as College-wide Faculty & Staff Meeting, CFA Staff Conference, Distinguished Alumni Awards Celebrations, Faculty & Staff Awards, and Arts Bash Celebration)

Initiative 2.3:   Promote and support professional development opportunities for staff and faculty

Actions
1) Maintain and expand internal and external opportunities for staff to receive professional development training

    a.   Expand Staff Professional Development Fund amount and include tuition support for relevant University courses

    b.   Explore online training opportunities in addition to Lynda.com

2) Create a college policy to support flexible work schedules for appropriate staff positions

3) Pursue additional resources to expand professional development opportunities for all faculty

    a.   Expand professional development funding to support more faculty members

    b.   Expand Lynda.com training availability to faculty

4) Provide leadership development opportunities within the CFA

    a. Implement "leadership pipelines" for staff and faculty within the departments/schools and the college

5) Review and revise CFA faculty mentorship program(s) (possible metrics: faculty retention rates, survey of faculty in the mentorship program, survey of faculty mentors and chairs, research productivity as recorded in the FAR)

Initiative 2.4: Evaluate and prioritize additional research, teaching, and staffing needs, and pursue additional resources accordingly

Actions
1) Evaluate efficiency, effectiveness, and relevance of current staffing, service, and teaching resources by FY20

2) Pursue additional endowed faculty positions

3) Pursue resources for approved additional staffing needs

4) Encourage and prioritize interdisciplinary faculty hiring within the CFA – incorporating this prioritization into the RFP processes

5) Create a clear and transparent policy regarding faculty FTE, load, and compensation in each academic unit – consistency within each unit reached by FY20

Objective 3: **Improve facilities and infrastructure to support core operations, educational mission, and research**

Initiative 3.1: Identify and rectify shortcomings of the facilities relating to the Film & Media Arts Department in order to address the operational, instructional, and research needs

Actions
1) Identify needs and engage in a facility renovation feasibility study to determine cost

2) Pursue funding necessary to support renovation

3) Work with Facilities Management and independent design firm to realize project

4) Develop and execute plan for managing displaced students/staff/faculty during and after construction

Initiative 3.2: Identify and rectify shortcomings of the facilities relating to the Theatre Department in order to address the operational, instructional, and research needs

Actions
1) Identify needs and engage in a facility renovation feasibility study to determine cost

2) Pursue funding necessary to support renovation

3) Work with Facilities Management and independent design firm to realize project

4) Develop and execute plan for managing displaced students/staff/faculty during and after construction

Initiative 3.3: Modernize equipment, facilities, and staffing to meet the needs of a contemporary arts education

Actions
1) Determine appropriate use of college-wide facilities in meeting the needs of student-led artistic and scholarly endeavors in disciplinary and interdisciplinary curricular goals

2) Evaluate and update instructional technology

3) Evaluate and update arts-making technology, prioritizing interdisciplinary proposals

Initiative 3.4: Address and prioritize needs identified by safety/security audits completed in 2018

Actions
1) Pursue resources and work with Facilities to improve safety and security in all CFA buildings

2) Pursue other facilities needs informed by Space Planning's White Paper

3) Work with Facilities Management to provide ADA access to all CFA Buildings

Objective 4: **Enhance and strengthen the financial sustainability of the CFA**

Initiative 4.1: Promote efficient and effective use of resources within and among campus arts units

Actions
1) Gather and analyze information on needs among all campus arts entities to identify opportunities for synergy/efficiency

   a. Investigate uses and needs of physical spaces (for example, costume shops) and human resources (for example, stage managers/ushers) to identify overlaps and holes

2) Optimize by increasing the leveraging of identified resource needs among arts units

Initiative 4.2:   Generate additional funding sources for the college

Actions
1) Enhance connections with alumni, donors, patrons, and friends with the goal of increasing college resources for student, staff, and faculty success

   a. Strengthen alumni relations network

   b. Expand and coordinate community support and involvement

   c. Increase sense of belonging to the CFA (in addition to the school/department) among current students, alumni, and donors through communications, events, and stewardship

2) Increase collaborations with employers and corporate and government partners

   a. Enhance sponsorship and partnership opportunities

   b. Explore current and potential relationships to encourage the creation of internship opportunities

4) Partner and participate in the University's comprehensive campaign

5) Increase external grant proposals to support faculty research and increase graduate program funding and opportunities

Initiative 4.3:   Encourage CFA employee participation in University boards, committees, and councils

Actions
1) Identify committees and forums relevant to the CFA and publicize involvement opportunities

2) Publicize CFA representation where possible (through newsletter and website)

3) Celebrate staff and faculty members' contributions to the campus and greater community (through newsletter and website)

Objective 5:   Enhance internal and external communication

Initiative 5.1:   Explore and implement strategies that provide students, staff, and faculty opportunities to be informed at both the unit and college levels

Actions
1) Analyze and assess the places where communication breakdowns occur within the CFA

2) Units publish policies and procedures document (e.g. bylaws) that will be readily available and updated on a yearly basis

3) Units establish and publish a Student handbook consisting of unit-level policies and procedures

4) Create a CFA faculty handbook

Initiative 5.2:   Enhance reputation management efforts

Actions
1) Grow marketing and communications audiences by 3-5% annually

2) Leverage relationships with third-party validators (other academic disciplines, athletics, health sciences, upper administration) to promote the value of the arts

Acronyms Guide

AA – Academic Advising
ADACE – Assistant Dean for Art & Creative Engagement
ADAE – Assistant Dean for Arts Education & Community Engagement
ADFAA – Associate Dean for Faculty & Academic Affairs
ADFO – Assistant Dean for Finance & Operations
ADR – Associate Dean for Research
ADUSA – Associate Dean for Undergraduate Student Affairs
AIH – Arts-in-Health
AIHIL – Arts-in-Health Innovation Lab
AO – Administrative Officer(s)
AM – Administration Manager
BO – Business Officer(s)
C/D – Department Chairs/School Directors
CEL – Community Engaged Learning
CTLE – Center for Teaching and Learning Excellence
CFA – College of Fine Arts
DoGS – Directors of Graduate Studies
DMC – Director of Marketing & Communications
EDI – Equity, Diversity, & Inclusivity
ExC – Executive Committee
FAF – Fine Arts Fees
FAR – Faculty Activity Reports
FTE – Full Time Equivalent
IC – Internship Coordinator
M&C – Marketing & Communications
NCVS – National Center for Voice & Speech
OT/RT – Occupational Therapy and Recreational Therapy
RDO – Research Development Office
RFP – Request for Positions
SDR – Senior Director of Advancement
SoM – School of Music
SWOT – Strengths, Weaknesses, Opportunities, & Threats
TEP – Transformative Excellence Program
TLT – Teaching and Learning Technologies
UBN – University Broadcast Network
UROP – Undergraduate Research Opportunities
VPR – Vice President for Research