

Strategic Planning Process
College of Fine Arts and Mass Communication
Ronald E. Shields, Dean

Overview: Building upon strategic planning processes from all academic units within the College, the College strategic planning process aligns these individual plans to articulate College priorities. Ultimately, the purpose of the annual strategic planning process within the College of Fine Arts and Mass Communication is to formulate informed and meaningful goals to link University and College priorities.

Group Planning, Feedback, and Formation of Plans:

1. **Chair and Director Orientation**
At the beginning of each semester, all unit leadership meets with the Dean to receive orientation and updates concerning University priorities and announcements concerning budgets, adjustment to new state and/or federal requirements and initiatives. To do so ensures that all ongoing planning meets standards for institutional quality and effectiveness.
2. **Monthly Chair and Director Meeting**
All unit leadership meets with the College Office Staff (including the Dean) monthly to receive updates about University and College business. These meetings are also used to provide time for group discussion of unit planning and reporting, including adjustments to existing plans based on changing circumstances, an update on fiscal reports, as well as briefs concerning University actions that impact College and unit planning and implementation.
3. **Monthly Chair and Director One-on-One meetings**
The Dean meets privately with all unit leaders at least once a month. Besides providing discussion of unit issues, these meetings are also used to advance strategic planning on the unit level. Oftentimes these meetings enhance understanding of how a plan/new program or activity can be implemented, advance the development of new ideas and programs, and help to align unit, College, and University priorities.
4. **Department Strategic Plans**
Each academic unit develops an update to the current unit strategic plan, a document that results from ongoing faculty/staff consultation. Some units complete this process as a "committee of the whole" while other units turn to an appointed committee. Different methodologies are followed across the College. However, all unit plans are the result of unit level deliberations and are forwarded to the College only after unit-level review and endorsement.
5. **College Strategic Plan**
After a review of all unit plans, the College staff (Dean and Associate Deans) meet to formulate a College Strategic Plan that integrates and provides context and priorities across the unit planning documents in coordination with University-level planning processes and priorities.

6. Review of Planning Process with Provost

The Dean meets with the Provost to review all aspects of the College Strategic Planning process and outcomes. To do so provides an overview of needs and aspirations.

7. Final Review of Annual Strategic Planning Process

Following the meeting with the Provost, the Dean reports out to unit leaders and College Office concerning feedback received from the Provost. Based on this feedback, unit leaders may revise planning documents or provide additional information to support unit planning going forward (either this cycle or as part some future strategic planning cycle).

Operational Planning

Unit Name: College of Fine Arts and Mass Communication

Phase I (November, 2015): New Initiatives Progress Narrative

(Discuss progress made on New Initiatives launched in 2014-2015 and 2015-2016)

The College of Fine Arts and Mass Communication received \$341,000.00 of new funding for fiscal year 2016 to be budgeted as follows:

Fund	Org	Pool	Prog	Amount	Description
110100	220012	741	10	\$ 58,000.00	Tenure Track Vocal Position salary (Music)
					Tenure Track Animation Position salary
110100	220012	741	10	\$ 73,000.00	(ART)
140100	220012	741	10	\$ 60,000.00	Gaddis Geeslin Gallery funding (ART)
					Graduate and TA Scholarship funding
140100	220012	741	10	\$ 150,000.00	(FAMC)

Update: We successfully filled the faculty position in animation, beginning fall 2015. Funding for the Gaddis Geeslin Gallery was released to the Art Department to fund on-going programming (support linked to the shift away from Student Services funding). New graduate and undergraduate scholarship funds have been/will be distributed throughout 2015-2016 to support undergraduate scholarships in art and music, and graduate funding for Mass Communication, Dance, and Music. We are currently searching to fill the approved tenure track hire/s in music (voice). Besides these new initiative funds, it should be noted that funding was approved to build a new home for the Department of Art. We are in the final stages of completing the program document.

New Initiatives & Budgetary Implications for 2016-2017

(Please indicate the unit goal that is being supported by each new initiative.)

Goals: To deliver contemporary curricular offerings throughout the College and to support faculty research/creative activities.

New initiative funds requested in the following areas:

1. Graduate funding (Dance, Mass Communication, Music) and undergraduate scholarships (all units in CFAMC). \$150,000 Building on last year's investment, this funding will complete what is needed to support cohorts in all current MA programs and supplement other undergraduate scholarship sources to recruit and retain outstanding students.

2. Mass Communication: request an increase in the operating budget (new hires need professional support for research and the unit needs an increased operating budget given the growth in enrollments and faculty numbers): \$40,000

3. Accompanist for musical theatre: \$45,000

4. tenure-track position, public relations: (PhD required) \$70,000

5. expand/convert existing two adjunct lines into clinical positions (art education, music education/violin): \$50,000

6. tenure-track position in music education (PhD in music education) \$70,000

7. tenure-track position in Hispanic Broadcast Production \$70,000

8. tenure-track position in film production \$60,000

9. tenure-track position in dance (PhD in history/criticism) \$60,000

10. tenure-track position in dance (MFA in dance and technology) \$60,000

11. New-initiative funds to support the creation of new works for the stage/concert hall and fund College sponsored guest artists /teachers/scholars \$60,000

We also request funding to support renovations of the Dan Rather Building, an expansion of the School of Music, and renovation of the administrative offices within the Theatre Centre.

Process/Effectiveness Obstacles

(Please discuss any process or effectiveness obstacles that may be hindering your ability to operate efficiently or meet intended goals and objectives.)

We must address the budget shortfalls in academic areas, particularly operating expenses in the Department of Mass Communication. We will not retain new faculty without adequate professional support.

Given growing enrollments in Mass Communication (Public Relations, Film, Broadcasting), new faculty hires are needed to meet student demand.

School of Music undergoes accreditation review during 2016-2027. They do not have appropriate faculty in the area of music education (a weakness noted in the last review). It is imperative that this be addressed ASAP.

All other requests listed above are based on ongoing concerns with meeting enrollments and securing qualified faculty to teach in high volume areas.

Operational Planning

Department of Art

Phase 1 (November, 2015): New Initiatives Progress Narrative (Discuss progress made on New Initiatives launched in 2014-2015 and 2015-2016)

- The Department of Art completed renovations on ABIII for facilities for the Photography Program and Senior Studios. The facilities were occupied and classes offered in Fall 2015. Art Buildings B and G were vacated.
- A successful search was completed for a new faculty to teach in Computer Animation beginning Fall 2015. A search for a new faculty to teach Graphic Design was unsuccessful and remains in progress with a goal of hiring by Fall 2016.
- An Administrative Associate position was changed from $\frac{3}{4}$ time to full time and the position was filled in August 2015. A new staff position was created for a 3D Studio Technician and was filled in June 2015.
- The Academic Programs in the Department of Art were accredited by the National Association of Schools of Art in April 2015.
- A new search is in progress for a Tenure-track faculty in Art History with an expected hired date of Fall 2016.
- Funding has been secured for renovation of Graphic Design labs and expected to be completed by January 2016.
- Funding has been secured for new facilities for the Department of Art and planning has begun with a planned relocation of all of the art facilities by Fall 2018.

New Initiatives and Budgetary Implications for 2016-2017

New Initiative: Curriculum Development. (Four new Tenure-Track Faculty and one Clinical Faculty)

Supported Goal: Promote and maintain quality academic programs

Rationale: The Department of Art is developing curriculum in Art History, Art Education, and Masters level Art to offer three new degrees by Fall 2018. A new MFA in Art and Social Practice will emphasize entrepreneurial, community based and socially engaged art practices and provide the department with Graduate and Teaching Assistants. To support the program, the department is requesting two new tenure track faculty in Studio Art, and one new tenure track faculty line in Art History. The addition of these lines will also support growth in undergraduate programs and the new Art History BA. The Department is developing a minor in Computer Animation and is requesting a new tenure-track faculty line to teach in this area. The Department is developing a BFA degree that incorporates a minor in secondary education and leads to Teaching Certification in Art. The Department is requesting one full time permanent faculty line in Art Education.

Process/Effectiveness Obstacles

None known

Operational Planning

Department of Dance

Phase 1 (November, 2015): New Initiatives Progress Narrative

In the fall of 2014, the position of Visiting Assistant Professor of Dance was funded to support and develop the dance and technology curriculum.

The costume shop foreman position was expanded from half-time to full-time, a growth that has made possible extensive costuming projects for concerts in the department of dance as well as to support the school of music's opera workshop.

New Initiatives & Budgetary Implications for 2016-2017

New Initiative I: Fund position of Assistant Professor of Dance with emphasis in dance and technology. (\$60,000 plus benefits annually)

Supported Goal: Prepare students with skills and knowledge base commensurate with those needed for professional careers in dance

Rationale: Professional dance performance is progressively incorporating a full range of technical elements. The department plans to diversify course options at both the graduate and undergraduate levels, allowing the possibility for students to specialize in this field.

New Initiative II: Fund Assistant Professor of Dance specializing in dance history, with PhD in Dance or related area. (\$60,000 plus benefits annually)

Supported Goal: Prepare students with skills and knowledge base commensurate with those needed for professional careers in dance.

Rationale: The BFA curriculum includes three required courses that cover aspects of dance history: Dance as Art; Dance History; and Criticism and Analysis. The MFA curriculum includes a Research Methods course, and extensive writing within the thesis process. The department is preparing for accreditation by NASD, the National Association of Schools of Dance. Within that process, we anticipate a recommendation for a dance historian.

New Initiative III: Fund two additional assistantships for returning professionals (\$36,000 for nine months)

Supported Goals: Support Delivery of a Rigorous and Contemporary Curriculum:
Promote Student Recruitment, Success and Retention

Rationale: Returning professional students function as faculty and artists in residence. A significant stipend is necessary to recruit these students.

Process/Effectiveness Obstacles

Our BFA and MFA degrees are rooted in dance technique, performance and choreography. The department has an excellent reputation in the state, the region, and the nation for the quality of the dance performers and choreographers we develop. Our faculty have national and international reputations as dance artists and master teachers. We acknowledge that our program will be strengthened by the inclusion of faculty whose expertise extends that of existing faculty.

Enrollment in dance courses is growing. The minor in dance has been approved. Dance continues to support the BFA in Musical Theatre. The Dance Department could admit more students and offer more courses with more appropriately qualified teachers in residence. Returning professional MFA candidates will support these courses.

Operational Planning

Phase I (November, 2015): New Initiatives Progress Narrative

(DISCUSS PROGRESS MADE ON NEW INITIATIVES LAUNCHED IN 2014-2015 AND 2015-2016)

No new initiatives were awarded in 2014-2015 & 2015-2016.

With 732 majors, it is essential that we continue to increase our faculty size in order to provide a quality education. Three new faculty members will be required to serve in different sectors, as well as fulfilling demands in specific areas of studies. Also, with the expansion of the department, our second Administrative Assistant will need to be full time.

New Initiative & budgetary implications for 2016-2107

- A. Hire tenure-track professor in Hispanic Broadcast Production. \$60,000
- B. Hire a tenure-track professor to teach Film Production, specialty in Cinematography. \$60,000
- C. Hire a tenure-track professor to teach PR/Advertising, specialty in Healthcare & PR. \$60,000
- D. Change part time Administrative Assistant to full time: \$8,000
- E. Increased faculty travel budget: \$10,000
- F. New faculty On- Campus Interviews: \$12,000
- G. Guest Speakers series: \$6,000
- H. Telephone/Long Distance for 5 new faculty members: \$2,500
- I. Additional Memberships/Subscription: \$3,000
- J. Software (Graduate and Undergraduate): \$5,000
- K. Repairs/Maintenance for TV and Radio stations: \$20,000

Process/Effectiveness Obstacle

Due to the exponential growth of our department, classes are filling up quickly and there are not currently enough faculty members to cover much needed additional sections. We are inundated with students who require classes that are already full, and we need to be able to accommodate their needs. With increased numbers in students and faculty, and the addition of our Graduate Program, the administrative tasks are much greater than they have been in the past. We are currently operating with one full time Administrative Assistant, and one part time. In order for our department to run efficiently, we require two full time Administrative Assistants.

Strategic Operational Plan

New Initiatives Progress Narrative (Discuss progress made on New Initiatives launched in 2014-2015 and 2015-2016) The School of Music has made significant progress on the initiatives previously established. We continue to develop our curriculum at both the undergraduate level and graduate level. We are in the curricular process of two Performers Certificate programs. (One post-bachelor; one post-master's) We continue to investigate the possibility of growing to the doctoral level in the areas of performance and music therapy. We are currently searching for at least two applied vocal positions as well as a Director of Choral Activities in an effort to maintain the current and future growth of the School of Music both quantitatively and qualitatively. Additional, with the assistance of the Dean, we have reclassified our collaborative piano staff positions in order to be more competitive internationally and added a new staff position to manage our concert program production. These have been a significant achievements for the School of Music. We continue to maintain an outstanding list of guest artists, including the Houston Symphony, to contribute to the cultural enrichment of the region. Our faculty and students groups continue to be successful on the regional, national and international stage in both the performance and academic areas. We have increased our graduate scholarship/assistantship offerings, hence, increased our resident graduate student pool. The School of Music continues to be leaders in our region.

New Initiatives & Budgetary Implications for 2016-2017

1. A specialist in Music Education (Elementary Education emphasis; vocal or instrumental): this supports Goal #2d & 3f for the School of Music. The School of Music currently does not have a faculty member with an advanced degree in music education or someone that specializes in elementary education. This was cited in our previous accreditation report and has not yet been satisfied.
2. The School of Music is in dire need of office space. In order to support our growth we need more studio space for applied teachers. If we could acquire some office space in AB1 (or other space nearby), we could move our academic faculty to those spaces and free up the acoustically treated spaces in our building for the applied teachers. Currently we have all adjunct faculty sharing offices as well as a couple of our tenure/tenure-track faculty. This will become an accreditation issue.
3. Music Theory: this supports Goal #2d & 3f for the School of Music. In an effort to build the academic component of the School of Music we would like to investigate converting adjunct positions into a clinical position in this area.
4. The School of Music would like to pursue the possibility of converting other adjunct positions into clinical positions to further stabilize the faculty. The School of Music has the loads to justify the following positions: violin (Huntsville Youth Orchestra) viola; oboe; trombone; guitar and tuba. This supports Goal #2d & 3f for the School of Music.

Process/Effectiveness Obstacles

Budget and the budget notification process continues to be an obstacle. It is difficult to be a pro-active planner and/or schedule necessary events when budgets are not released until just before school begins. This also is not in line with when new scholarships must be offered. (i.e. scholarships must be extended in the spring, for recruiting purposes, prior to the academic year they will be administered).

Operational Planning

Unit Name: Department Theatre & Musical Theatre

Phase I (November, 2015): New Initiatives Progress Narrative: The Department of Theatre and Musical Theatre have been focusing on readying the department for a NAST accreditation visit in Spring 2016. This has included assessing programmatic changes and developing new approaches to curriculum. During summer 2015 we moved forward toward our goal of creating a new works project. In the near future we want to create an environment that supports the creation, development and production of new works in the areas of theatre and musical theatre. We continue to move forward with that goal.

New initiatives & Budgetary Implications for 2016-2017: The following are avenues we wish to continue to pursue:

1. The creation of minimally one full time staff accompanist position. This individual would play for auditions, rehearsals, performances and classroom needs. This is standard in most musical theatre programs.
2. Create a center of excellence that focuses on the creation of new works. This might require funding for a playwright/composer in residence for an extended period where new works are created and developed with and for our students (preferably one or two long semesters or a long semester and a summer session).
3. Guest Artists bring new life and fresh ideas into the life blood of the department. They also allow faculty to make new professional connections and pursue other areas of interest while the guest artist is in residence. We want to continue the process of bringing in guest artists in all areas (Acting, movement, musical theatre and design /technology). We want to explore the possibility of funding for several short term/ engagement specific guest artists each year, increasing the number of artists each semester.
4. The department needs an assistant to the department secretary. At present we have one secretary who serves nine full time faculty and eight part time pool faculty plus six staff. We have approximately 230 students. Our secretary manages scholarships, grants, payroll, travel, P-card, fundraising etc. We are running a small production company. It is a comprehensive position and our secretary needs help.
5. The sound system in the Erica Starr Theatre needs reconfiguring. It is original to the building with many "patches" added over the years.
6. PAC 188 has a large closet which is utilized as such. This closet could also serve as an observation room with the addition of a one way mirror to be used in assessing student work and peer review without altering the classroom dynamic.

Process/Effectiveness Obstacles: All of these items require money to move forward. This appears to be the main obstacle in all instances. Some require much money, some very little.

Assessment Plan Summary

Department: Fine Arts and Mass Communication, College of

Sam Houston State University

President, Office of

Academic Affairs, Division of

Fine Arts and Mass Communication, College of

I. Promote And Support Development And Delivery Of A Rigorous Contemporary Curriculum

Goal Description

As a liaison with other colleges in the university, university administration, and the arts community at large, the College of Fine Arts and Mass Communication should be an advocate for the departments of Art, Dance, Mass Communication, Theatre and Musical Theatre, and School of Music.

Related Items

■ A. Prepare, Propose, and Implement New Curriculum

Performance Objective Description

The College, with attention to expectations of the university, the state of Texas, and other applicable entities, will assist in preparing and proposing new degree plan and certificate programs, and will assist in monitoring curricular implementation.

■ 1. Proposal or Revision of Degree Plans and Certificates

KPI Description

The College will assist departments, through the curriculum process, in submitting, reviewing, and proposing for University Curriculum Committee review, appropriate new degree plans and certificate programs, and will assist in monitoring and facilitating curricular implementation and articulation.

Results Description

In AY16, a new BFA in Film, a Performer's Certificate (post-graduate), an Artist's Certificate (post-master's), and a Public Relations in Health Certificate were proposed and approved through the college and university curriculum process and was forwarded to THECB for approval. In AY16, The Musical Theatre degree programs were revised and submitted for the 2016-17 catalog to align them with THECB and university expectations. Articulation details (determined in 2014) for exceptions to degree plans were requested to address the university's accountability to THECB. The college assisted departments in navigating CourseLeaf, a new third-party software which was implemented for the submission and approval of the 2016-17 Undergraduate and Graduate catalogs and degree plans. The college is aware of and anticipating upcoming curriculum proposals and revisions, and is in communication with Academic Affairs, the Registrar's Office, and the departments about those and other curricular matters.

AY17 Actions in Curriculum**Action Description**


Prepare and initiate new curriculum committee and chair in curriculum procedures and timelines. Prepare proposals for new degrees anticipated in Art. Align with CourseLeaf.


B. Facilitate Transition of Master Of Arts In Band Conducting (New AY15, rev AY16)**Performance Objective Description**

To support MA program involving the collaborative program between SHSU School of Music and the American Band College (Ashland, OR), establish, improve and institutionalize communication and operating procedures within SHSU and between SHSU and the American Band College staff. Majority of operations and oversight will migrate to the School of Music.

1. Curricular Transition of AY15 Master of Arts in Band Conducting**KPI Description**

Transition of American Band College of SHSU students in the previous SHSU Master of Music program to the Master of Arts in Band Conducting program implemented in AY15.

 American Band College Meeting Schedule 5Feb16

 Discussion Items-SHSU Meetings with ABC June16

Results Description

In AY16, the migration of students to the MA in Band

Conducting progressed, and was limited to third year (final year) students. Curricular changes (syllabi, course descriptions, and delivery) implemented in AY15 were not reviewed or revised in AY16.

2. Train ABC of SHSU Staff in IT Systems

KPI Description

ABC of SHSU staff in Oregon should be proficient in navigating Cognos and DegreeWorks.

Results Description

ABC of SHSU staff were trained in some IT programs in AY15 and became more proficient in AY16. ABC staff came to SHSU in Feb 2016 for meetings with the Dean, School of Music, Registrar, Graduate Admissions, Financial Aid, and for two meetings with Delta. Moving the beginning of term to June 1 was discussed, but the requirement for enrollment verification and documented academic activity was prohibitive. Delta sent a representative to ABC of SHSU in Oregon in June 2016 to discuss the alignment of content and assessments into Blackboard.

3. Gradual Facilitation of ABC of SHSU through College to School of Music


KPI Description


Facilitation of ABC of SHSU to move from upper levels of the university, through the college, to the School of Music.

Results Description

Multiple goals were again determined through ABC requests of SHSU and SHSU requests of ABC, and many of the goals/requests were agreed upon and implemented.

Face-to-face meetings at SHSU in Feb 2016 with ABC were productive in addressing financial aid, application, registration, and beginning of term issues. A portal for ABC in Blackboard was discussed but did not progress to implementation in 2016. Many of the operations of ABC of SHSU was carried out by the School of Music, with oversight of, and some assistance from, the Dean's office.

 American Band College Meeting Schedule 5Feb16

 Discussion Items-SHSU Meetings with ABC June16

4. AY17 Actions to Implement MA in Band Conducting

Action Description

In AY17, improve syllabi and articulation of program, especially assessment (students, courses, program). Integrate

Blackboard and DegreeWorks much more significantly into the program. Complete transition of facilitation of most components of ABC to the School of Music.

A need for a clearer tasks-and-timeline for grades, comps, and graduation was identified and addressed in AY16 and should be refined in AY17. ABC of SHSU staff is planning to visit SHSU in Sept 2016 to facilitate progress on a more robust presence of ABC coursework in Blackboard. Need for improved articulation of program, courses, and assessments to address accreditation expectations was shared in face-to-face meetings in Feb and June 2016. Beginning in AY17, DegreeWorks will provide a clear guide for all students in the program. Improved reference to SHSU web-based information and use of data-related programs by ABC should continue in AY17.

II. Recruit, Retain, And Develop Highly Qualified And Successful Faculty Members.

Goal Description

The College of Fine Arts and Mass Communication will encourage and facilitate the departments of Art, Dance, Mass Communication, Music, and Theatre and Musical Theatre in attracting and maintaining quality faculties.

Related Items

■ A. Qualities Of Recruited And Current Faculty

Performance Objective Description

Faculty recruited to the College will have the appropriate degrees and skills to teach effectively and meet appropriate research/creative accomplishment goals in their specific discipline.

■ 1. Faculty Rated Above Institutional IDEA Average

KPI Description

The College faculty teaching will be rated by students, using the IDEA system, as above the institutional average as measured by the IDEA summary score. Although there is realization that teaching effectiveness is an identified area of improvement, there is a desire to determine a more accurate assessment of teaching effectiveness than relying only on IDEA.

Results Description

Generally, the results indicate A16 teaching effectiveness remains at the threshold of "appears superior" and "does not appear superior," however, the combined data indicates a slight overall drop in teaching effectiveness, and bears monitoring. With new reporting format from IDEA in AY16 that separates Face-to-Face (F2F) from Online, it is evident that students did not rate online courses as high

as F2F. See attached.

IDEA narrative for CLabs 5Jul16

2. Percentage Of Faculty Completing Scholarly/Creative Work

KPI Description

Tenured/tenure-track faculty members in the College complete appropriate scholarly/creative works in their specific discipline (e.g. publishing at least two scholarly pieces) within the year as reported on the FES forms. Considering scholarship/creative activity expectation and the reports from previous years, the previous goal of 80% will be increased to 90%. Significantly, departments will again be providing information disaggregated in two ways, 1) by tenured and tenure-track faculty and 2) by teaching-track and research-track faculty, which provides more meaningful data and facilitate tracking, assessing, and supporting departmental scholarly agendas.

Results Description

AY16 results indicated goal of 90% met, with slight improvement in percentages over AY15.

*****AY 16

Of the 66 total Tenured and Tenure-track faculty, 9 are teaching-track (all tenured), and 57 are research-track (32 Tenured, 25 Tenure-track).

9.40 % of Tenured Research-Track Faculty (5/30) reported only one work

84.40 % of Tenured Research-Track Faculty (23/30) reported at least 2 works

93.80 % of Tenured Research-Track Faculty (28/30) reported ANY works (1, 2, +)

12.00 % of TT Faculty (3/25) reported only one work

84.00 % of TT Faculty (19/24) reported at least 2 works

96.00 % of TT Faculty (23/24) reported ANY works (1, 2, +)

6.25 % of Tenured Research-Track Faculty (2/32) reported NO works

4.00 % of TT Faculty (1/25) reported NO works

*****AY 15

Of the 64 total Tenured and Tenure-track faculty, 10 are teaching-

track (all tenured), and 54 are research-track (30 Tenured, 24 Tenure-track).

16.70 % of Tenured Faculty (5/30) reported only one work
76.70 % of Tenured Faculty (23/30) reported at least 2 works
93.30 % of Tenured Faculty (28/30) reported ANY works (1, 2, +)

16.70 % of TT Faculty (4/24) reported only one work
79.20 % of TT Faculty (19/24) reported at least 2 works
95.80 % of TT Faculty (23/24) reported ANY works (1, 2, +)

6.70 % of Tenured Research-Track Faculty (2/30) reported NO works

4.20 % of TT Faculty (1/24) reported NO works *

*TT faculty member had works in AY14 and has new work currently "in the pipeline"

Collectively, when this department reported information is compared to AY14, it should be noted that 3 Tenured faculty moved from Research to Teaching Track, which may have contributed to the increased works (2 or more) reported by Tenured faculty and (72% to 76%). TT faculty increased works (2 or more) from 70.4% to 79.2%. While still below the goal of 80%, progress is noted, particularly for Tenure-Track faculty.

*****AY 14

Of the 65 total Tenured and Tenure-track faculty, 13 are teaching-track (all tenured), and 52 are research-track (25 Tenured, 27 Tenure-track).

16% of Tenured Faculty (4) reported only one work
72% of Tenured Faculty (18) reported at least 2 works
88% of Tenured Faculty (22) reported ANY works (1, 2, +)

29.60 % of TT Faculty (8) reported only one work
70.40% of TT Faculty (19) reported at least 2 works
100.0% of TT Faculty (19) reported ANY works (1, 2, +)

12% of Tenured Research-Track Faculty (3) reported NO works
0% of TT Faculty (0/19) reported NO works

Collectively, when aggregated similarly to previous reports (FY13 and FY12), 37 of 65 COFAMC faculty (56.92%) FY14 listed at least two

scholarly/creative works on their FES. This compares to 50.85 % FY13 and 59.02 % FY12, well below the target of 80%. However, removing the teaching track faculty, the number rises to 71.15%, improved but still below the 80% target

 FAMC Faculty ScholarlyCreative Work 30Jun16

AY17 Faculty Quality Actions

Action Description

In AY17, monitor effectiveness of teaching data to determine if an anomaly or beginning of a pattern. Determine if reporting combined, F2E, and online separately is desired. Increase goal for faculty submission of scholarly/creative work from 90% to 91%. Continue to increase support of faculty Scholarly/Creative work.

B. Review And Improve Search, Recruiting, And Hiring Procedures (New 2014-15)

Performance Objective Description

The following procedures and timelines for searching, securing, and hiring faculty will be reviewed to identify areas for improvement: timeline; determination of departmental curriculum needs; position announcement; search/interview process; recruitment; hiring Human Resources procedures; submission of application for graduate faculty status; reporting information on new faculty. (New Objective 2014-15)

1. Search, Recruiting, And Hiring Procedures For New Faculty

KPI Description

Adherence to improvement targets related to the search, recruiting, and hiring procedures and timelines assessed and initially addressed in AY15.

Results Description

Adherence overall was improved.

Adherence to:
 timelines was improved;
 obtaining Dean's approval for on-campus interviews was consistent;
 position announcement description and posting timeline was consistent;
 paper completion expectations was consistent;
 pertinent interaction between departments and Dean's office was consistent.

AY17 Action - Suspend Search, Recruit, Hire Procedures Objective**Action Description**

In AY17, due to improvement in AY15 and AY16, suspend the search, recruiting, and hiring procedures Objective.

III.C. Increase Support Of Faculty Scholarly/Creative Work (New 2014-15)**Performance Objective Description**

Investigate and develop systems and mechanisms which eliminate barriers and prioritize and nurture external funding initiatives to support faculty scholarly/creative work.

1. Number of Funding Requests Routed Through Research and Sponsored Programs**KPI Description**

Encourage and track requests that are routed through Research and Sponsored Programs

Results Description

Funding requests by Art, Mass Comm, and Music (software support) were routed through Research and Sponsored Programs and approved.

2. Support Development of Scholarship/Creative Activity**KPI Description**

Sponsor or otherwise support events that facilitate development of scholarship/creative activity.

Results Description

In AY16, FAMC sponsored the first of two luncheons with a guest speaker from the Texas A & M Press, and FAMC also leased the Old Town Theatre to make it available creative projects.

AY17 Action to Support Faculty Scholarly/Creative Activity**Action Description**

In AY17, sponsor additional events, continue lease of Old Town Theatre, research additional methods of support.

III. Promote Student Recruitment, Success, And Retention**Goal Description**

The College of Fine Arts and Mass Communication will support the departments of

Art, Mass Communication, Music, and Theatre and Dance in their efforts to improve student recruitment, success, and retention.

Related Items

■ ■ ■ A. Establish, Monitor, Track Attributes Of Student Quality (New 2014-15)

Performance Objective Description

The college shall support departments in determining and tracking of measures of quality of their students, identifying areas for targeted growth, which will inform recruiting efforts.

■ ■ ■ 1. Attributes Of Quality Of Current And Recruited Undergraduate Students

KPI Description

Data, disaggregated by program, related to current and recruited undergraduate students which indicate measures of student quality (e.g. GPA, SAT/ACT, entrance auditions, etc.) will be reviewed to determine benchmarks for student recruitment.

Results Description

In Spring 2016, GPA data for Fall 2015 students was captured and disaggregated by program and department, and reported to department chairs.

■ College Dpt Prgm Data Template 1Mar16

■ ■ ■ 2. Attributes Of Quality Of Current And Recruited Graduate Students

KPI Description

Data related to current and recruited graduate students which indicate students characteristics (e.g. new or continuing student, international students) or measures of student quality (e.g. GPA, entrance auditions, etc.) will be reviewed to determine benchmarks for student recruitment

■ College Dpt Prgm Data Template 1Mar16

Results Description

In Spring 2016, GPA data for Fall 2015 students was captured, disaggregated by program and department, and reported to department chairs.

■ ■ ■ AY17 Actions for Tracking Student Quality Attributes

Action Description

In AY17, Departments and FAMC will again capture and review student GPA, and investigate other measures of quality to capture.

B. Support Recruitment And Retention Of Quality Students And Support Quality Degree Plans**Performance Objective Description**

The College will support the recruitment of new students matching (or exceeding) pre-determined characteristics of quality, generating and adhering to degree plans that promote success, and retaining students as majors from year to year.

1. Increase In Undergraduate Student Majors, Determine % Growth Target**KPI Description**

There are increased enrollment concerns related to outgrowing resources (facilities and faculty), and balancing growth and resources is a major objective for the college. Enrollment trajectories analyzed in tandem with review of resources of individual departments help determine if growth goals should be quantitative, qualitative, or both.

Results Description

In AY16, undergraduate enrollment trajectories have changed slightly with decreases in Art and Music but with continuing increases in Dance, MCOM, and Theatre/MusTheatre.

2. Increase In Graduate Student Enrollment, Determine % Growth Target**KPI Description**

Enrollment data will be reviewed to determine if the goal of a 1.5% increase in undergraduate students is appropriate, or if a different benchmark should be considered. The 1.5% growth goal was met from Spr 2010 to Spr 2012 (33.33%), and met again from Spr 2010 to Spr 2013 (74.07%). Balancing desired graduate enrollment growth and resources is a major objective for the college.

Results Description

Graduate enrollment trajectories indicate continued gradual growth in graduate programs.

AY17 Action for Enrollment Growth and Degree Plans**Action Description**

In AY17, initiate data-informed discussions regarding numbers vs. quality in undergraduate enrollment, and determine target enrollment increase for graduate programs. Investigate disparity of rejection

rates among graduate programs. Monitor graduate applicant tracking. Discuss accreditation and degree plan-related needs with departments and American Band College staff. Determine whether to delete quality degree element from objective or create separate objective.

C. Strengthen Graduate Programs (New 2014-15, rev 2015-16)

Performance Objective Description

Determine areas for improvement in graduate programs.

2. Coordinate Growth Of Graduate Programs

KPI Description

To plan for improvement of growth of graduate programs, increase communication regarding graduate programs within the college and across campus, specifically the Office of Graduate Studies and the Office of the Provost, as appropriate.

Results Description

To plan for improvement of growth of graduate programs, increase communication regarding graduate programs within the college and across campus, specifically the Office of Graduate Studies and the Office of the Provost, as appropriate.

Communication regarding graduate programs

2. Increased Inclusion Of College Graduate Committee

KPI Description

Increase the contribution of the college graduate committee in matters related to graduate programs, graduate assistantships, etc.

Results Description

In AY16, FAMC Graduate Committee again increased frequency of meetings and provided Dean with proposed criteria for determining graduate faculty that was forwarded to Graduate Studies. In coordination with Graduate coordinators and chairs, Graduate Teaching assistants taught sections of FAMC 2301 Fine Arts Seminar. Graduate Committee interviewed and selected FAMC Creative Community Graduate Assistants. Graduate applicant tracking process was standardized and refined in AY16.

AY17 Action for Strengthening Graduate Programs

Action Description

In AY17, with a new Dean of Graduate Studies, increase departmental representation in the FAMC Graduate Committee and expand coordination and the contribution to the college, graduate studies, and

the university.

IV. Promote Service To The University, Community, State, and National Entities

Goal Description

The College of Fine Arts and Mass Communication will encourage, suggest, and support efforts by the departments of Art, Dance, Mass Communication, Theatre and Musical Theatre, and the School of Music to be of service to communities in and outside the university.

Related Items

■ ■ ■ A. Provide Service

Performance Objective Description

The College's faculty members and students will provide service to various entities.

■ ■ ■ 1. Support Academic Community Engaged Courses

KPI Description

The number of Academic Community Engagement Courses (ACE) increased from 8 in AY10 to 27 in AY15. With the expansion goal addressed, the college continue to support Academic Community Engagement Courses.

Results Description

In AY16, 23 courses were identified as approved "ACE" courses.





■ ■ ■ 2. Tracking Of Curriculum-/Course-Related Service

KPI Description

The College should maintain and update a database of course-related services provided to various entities with the assistance of the Center for Community Engagement.

Results Description

In AY16, the College maintained and updated a database of course-related services provided to various entities with the assistance of the Center for Community Engagement. This ongoing effort will facilitate assessment of strengths and weaknesses in community service. Additionally, FAMC 2301 added to the schedule as part of the Core Curriculum in AY16 and was identified as an ideal course to help prepare teacher candidates. Two MCOM courses and one Dance course was proposed and approved for the 2014 Core Curriculum.

-  COFAMC_ACE_byYears
-  COFAMC_ACECourseDetails
-  COFAMC_ACECourseSemesters
-  COFAMC_EngagedScholars

3. Propose Courses for the University Core Curriculum

KPI Description

The college should propose and implement appropriate coursework to enhance the 2014 Core Curriculum.

Results Description

In AY16, the college proposed two courses from Mass Communication and one from Dance that were accepted into the 2014 Core Curriculum. The college also implemented and offered FAMC 2301 Fine Arts Seminar, a new course approved for the Core, both semesters of AY16. This helped to address the need for Fine Arts courses for both the general student population and for students seeking teacher certification.

AY17 Actions for Providing Service

Action Description

In AY17, FAMC will investigate additional strategies to provide community service, and service to the university community. FAMC will also expand its offerings of FAMC 2301 to address increased student demand. FAMC will assist departments in considering and proposing additional courses for the Core Curriculum.

V. Review and Improve Infrastructure and Procedures For College

Goal Description

The College of Fine Arts and Mass Communication will review and determine revisions which support the departments of Art, Dance, Mass Communication, Theatre/Musical Theatre, and the School of Music, and concurrently foster the creation and growth of the College.

Related Items

A. Review And Adjust Budget Structures (New 2014-15)

Performance Objective Description

Review and implement appropriate adjustments to budget details, process, and allocation in light of shifts in university funding.

1. Adjustments In Budget Details

KPI Description

Adjustments made in budget-related details, processes, or allocations based on review and shifts in university funding

Results Description

Clarification of student service fee and related budgets shifts - in AY16 the second of three shifts to accomplish hard-funding. Shift of funds from American Band College of SHSU to the School of Music (SOM) with second phase of related transition of facilitation of ABC through college to the SOM.

2. Plans For Capital Projects**KPI Description**

Based on anticipated funding, the results of planning for capital projects for Depts of Art and MCOM, and for School of Music.

Results Description

In AY16, partnered with Residence Life in successful inaugural year of FAMC Creative Community for exclusive use by FAMC majors. Size and Scope programming completed for new Art Building and Museum. Capital project for MCOM renovation discussed in AY16. Little discussion on School of Music facility situation due to focus on other priorities.

AY17 Actions related to Budget, Facilities, and Support**Action Description**

In AY17, closely monitor and anticipate budget details, move plans ahead for capital projects.

Explore other expansions of FAMC beyond the SHSU Huntsville campus, and continue AY15 and AY16 expansion realized in semi-annual film workshops held at The Woodlands Campus, concert at the Mitchell Pavillion (The Woodlands) and Old Town Theatre (Huntsville). In AY 17, proceed with preliminary planning for expansion of MCOM facilities and renovation of Dan Rather Bldg. Renew discussion and analyze needs for School of Music and options for expanded facilities.

B. Develop Advisory Board**Performance Objective Description**

The College will investigate developing an Advisory Board for the Dean to advise regarding alumni and donor relations.

1. Creation Of Advisory Board, Donor List,**KPI Description**

Resuming meetings of the community and faculty advisory boards

that were suspended in the spring of 2012 remains under consideration. Coordinating a donor list (supplied by the Development Office) with event ticketing system to facilitate improved tracking of trends and connections to patron (donors, alumni, staff, etc.) attendance.

Results Description

Investigation into the Advisory Board is ongoing.

AY17 Actions related to Advisory Board

Action Description

Continue investigation and progress into formation of advisory board.

Update to Previous (AY15) Cycle's Plan for Continuous Improvement

Previous Cycle's Plan For Continuous Improvement

SURVEY OF GRADUATES. Continue postponement of future surveys until more reliable email communication (e.g. obtaining and using alumni's preferred email address) could be established with graduates and resources in office can be allocated to manage initiative. Survey of Graduates (Undergraduate) will be shared with chairs again in AY16 for their review. Survey of Graduates (Graduate level) will again be considered for development by chairs and graduate coordinators. When surveys are resumed, shared data will inform departmental program decisions.

CONTINUE IMPLEMENTATION OF MASTER OF ARTS IN BAND CONDUCTING (NEW AY15). Continue merging of ABC with SHSU and institutionalization of program as a whole. Continue review and improvement of syllabi to address upcoming accreditations. AY16 will be last cohort with significant degree plan exceptions due to migration from MM to MA. SHSU staff at ABC will improve data capturing and reporting skill with Cognos, use DegreeWorks to view and advise student progress, and seek to facilitate/take over appropriate tasks previously completed by SOM faculty/staff. Transition of facilitation of ABC implemented in AY15 will move towards completion in AY16.

FACULTY SCHOLARLY/CREATIVE WORK. Schedule luncheon for scholars with a representative/guest speaker from the Texas A&M. Fund lease of Old Town Theatre to make it available for creative projects. Explore external funding possibilities.

REVIEW AND IMPROVE SEARCH, RECRUITING, AND HIRING PROCEDURES (NEW 2014-15). Determine strategies and related communication for improving identified target areas in searching, recruiting, and hiring new faculty in AY16.

ESTABLISH, MONITOR, TRACK ATTRIBUTES OF STUDENT QUALITY (NEW 2014-15). The college will capture, by semester, the GPA of all students in the college, and the data will be available for future disaggregation by major and/or program.

GRADUATE PROGRAMS AND GRADUATE ENROLLMENT. Continue site-visits to ABC of SHSU location to review procedures in multiple areas to assess where additional

improvements in procedures could occur. College graduate committee will meet continue meeting monthly to further address marketing, application, enrollment, and program delivery issues. Plan to align graduate programs with state needs will be revisited. Initiate and refine new graduate committee recruitment and reporting systems. Establish calendar of graduate funding approval and distribution.

EMPHASIZE COMMUNITY SERVICE. The ACE program and service emphasized at previous college faculty meetings will be highlighted in AY16 meeting. Based on the increase in ACE-designated courses it would appear that efforts to increase service have been successful and should be continued. One associate dean has familiarized himself with the ACE application process, and can encourage and assist faculty in the ACE course-designation process. Another associate dean has significant experience in the local community and can assist faculty in connecting with various sectors and entities in the community

PLAN AND DEVELOP STRUCTURE FOR CENTERS. Consider expanding reporting for centers currently in place and discuss possible need for centers to support academic work in other areas. Establish tracking and reporting structures to report growth, impact, grants received, etc. Support of current centers will receive ongoing consideration, as well as consideration of new centers proposed by departments.

EXPANDED PRESENCE OF FAMC BEYOND SHSU HUNTSVILLE CAMPUS. Continue film workshop initiative at The Woodlands Campus. Research new venues for performing and visual arts in AY16.

CAPITAL PROJECTS. Proceed with plans for new facility for Department of Art approved in AY15. Proceed with planning for expansion of MCOM facilities and renovation of Dan Rather Bldg. Analyze needs for School of Music and options for expanded facilities. Analyze needs and how GPAC space may address identified needs.

STRATEGIC INITIATIVES. Initiate call in AY16 for strategic initiatives to formalize and internalize process.

FAMC & GPAC OPERATIONAL POLICIES. With current establishment of policies, new hires, and offices constructed, objective will be suspended for possible reinstatement in future. Implementation of new ticketing system will help provide information for creation of Advisory Board. Meetings with FAMC faculty will be ongoing.

Closing Update

SURVEY OF GRADUATES. Survey objective suspended as objective during AY16 to support focus on other objectives.

CONTINUE IMPLEMENTATION OF MASTER OF ARTS IN BAND CONDUCTING (NEW AY15). Merging, institutionalization, and transition of program facilitation to School of Music progressed in AY16. Meetings with Delta in Feb and Jun 2016 laid foundation for improvement of syllabi to address upcoming accreditations. SHSU staff at ABC improved data capturing and reporting skill with Cognos, and took over appropriate tasks previously completed by SOM faculty/staff.

FACULTY SCHOLARLY/CREATIVE WORK. A luncheon for FAMC faculty interested in scholarly/creative work was held on May 6, 2016 with Thom Lemmon of the Texas A&M University Press (with another scheduled for Nov 13, 2016). Old Town Theatre was leased on multiple occasions in AY16, making it available for creative projects. Exploration of external funding possibilities was not productive.

REVIEW AND IMPROVE SEARCH, RECRUITING, AND HIRING PROCEDURES (NEW 2014-15). Procedures and related communication for searching, recruiting, and hiring new faculty were improved in AY16.

ESTABLISH, MONITOR, TRACK ATTRIBUTES OF STUDENT QUALITY (NEW 2014-15). In AY16, the college captured, by semester, the GPA of all students in the college, and the data was dis- aggregated by major and/or program, and shared with FAMC Department Chairs.

GRADUATE PROGRAMS AND GRADUATE ENROLLMENT. A visit from ABC staff to SHSU in Feb 2016 and a site-visit to ABC of SHSU in Oregon in June 2016 by SHSU administrators and SOM faculty provided opportunities to assess where additional improvements in procedures could occur. The College graduate committee met monthly or more. Due to transition in the Graduate Studies leadership, the plan to align graduate programs with state needs was postponed. New graduate recruitment and reporting systems were implemented. College calendar of graduate funding approval and distribution was not established.

EMPHASIZE COMMUNITY SERVICE. The ACE program was included in the Aug 2015 college faculty meeting agenda, and ACE courses continued to be offered at the AY 2015 level.

PLAN AND DEVELOP STRUCTURE FOR CENTERS. Due to other priorities, tracking and reporting structures to report growth, impact, and grants received for centers was not expanded. The new Center for Early Music was active in AY16 and the Center for Art Education was created in AY. The need for centers to support academic work in other areas was discussed.

EXPANDED PRESENCE OF FAMC BEYOND SHSU HUNTSVILLE CAMPUS. The film workshop initiative at The Woodlands Campus continued. With the exception of the holiday concert at the Cynthia Woods Mitchell Pavilion (The Woodlands), research into new venues for performing and visual arts in AY16 was not productive.

CAPITAL PROJECTS. Size and scope programming for the new Department of Art facility was completed in AY16. Initial preliminary planning for expansion of MCOM facilities and renovation of Dan Rather Bldg was undertaken. Further analysis of facility needs/options for School of Music and GPAC space was postponed due to other issues taking precedence.

STRATEGIC INITIATIVES. There was a request in AY16 for strategic initiatives to formalize and internalize process.

FAMC & GPAC OPERATIONAL POLICIES. A new assistant box-office manager and front-of-house for music was hired in AY16. A new ticketing system implemented helped provide information for creation of Advisory Board. Meetings with FAMC faculty were ongoing. This objective will be suspended and not included in the AY16 PCI for AY17.

Related Items

There are no related items.

Plan for Continuous Improvement (during AY17)**Closing Summary**

Plan of items/issues to address in AY17.

AY17 Actions in Curriculum

Prepare and initiate new curriculum committee and chair in curriculum procedures and timelines. Prepare proposals for new degrees anticipated in Art. Align with CourseLeaf.

AY17 Actions to Implement MA in Band Conducting

In AY17, improve syllabi and articulation of program, especially assessment (students, courses, program). Integrate Blackboard and DegreeWorks much more significantly into the program. Complete transition of facilitation of most components of ABC to the School of Music.

A need for a clearer tasks-and-timeline for grades, comps, and graduation was identified and addressed in AY16 and should be refined in AY17. ABC of SHSU staff is planning to visit SHSU in Sept 2016 to facilitate progress on a more robust presence of ABC coursework in Blackboard. Need for improved articulation of program, courses, and assessments to address accreditation expectations was shared in face-to-face meetings in Feb and June 2016. Beginning in AY17, DegreeWorks will provide a clear guide for all students in the program. Improved reference to SHSU web-based information and use of data-related programs by ABC should continue in AY17.

AY17 Faculty Quality Actions

In AY17, monitor effectiveness of teaching data to determine if an anomaly or beginning of a pattern. Determine if reporting combined, E2E, and online separately

is desired. Increase goal for faculty submission of scholarly/creative work from 90% to 91%. Continue to increase support of faculty Scholarly/Creative work.

AY17 Action - Suspend Search, Recruit, Hire Procedures Objective

In AY17, due to improvement in AY15 and AY16, suspend the search, recruiting, and hiring procedures Objective.

Y17 Action to Support Faculty Scholarly/Creative Activity

In AY17, sponsor additional events, continue lease of Old Town Theatre, research additional methods of support.

AY17 Actions for Tracking Student Quality Attributes

In AY17, Departments and FAMC will again capture and review student GPA, and investigate other measures of quality to capture.

AY17 Action for Enrollment Growth and Degree Plans

In AY17, initiate data-informed discussions regarding numbers vs. quality in undergraduate enrollment, and determine target enrollment increase for graduate programs. Investigate disparity of rejection rates among graduate programs. Monitor graduate applicant tracking. Discuss accreditation and degree plan-related needs with departments and American Band College staff. Determine whether to delete quality degree element from objective or create separate objective.

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AY17 Actions related to Advisory Board

Continue investigation and progress into formation of advisory board.

Related Items

There are no related items.