



STRATEGIC PLAN 2007-2016

College of Liberal and Fine Arts

**The University of Texas
at San Antonio**

TABLE OF CONTENTS

| | |
|--|---|
| 1. Introduction..... | 5 |
| 2. College of Liberal and Fine Arts Mission, Vision and Core Values..... | 5 |
| 3. Strategic Advantages | 6 |
| 4. Strategic Challenges..... | 7 |
| 5. College of Liberal and Fine Arts Strategic Initiatives, Goals, Action Items, and Metrics | 8 |
| College of Liberal and Fine Arts Initiative(s) Related to UTSA Strategic Initiative I: Enriching Education Experiences to Enable Student Success | 8 |

Goal 1.1: *Promote Significant Program Growth and Development at the Master’s and Doctoral Level*

Action Items: Nurture new and imminent doctoral programs in English, Anthropology, and Psychology. Advance doctoral program proposals in Music, Sociology, Political Science History, Spanish, a master’s proposal in Philosophy, and other proposals, as University and Coordinating Board schedules allow. Prioritize graduate program development in recruitment decisions.

Goal 1.2: *Promote Growth of Student Educational Experience with the Global Environment.*

Action Items: Review curriculum annually to insure global content. Promote study of foreign languages. Increase number of agreements and programs between COLFA and international concerns. Secure more scholarship funding for study abroad.

Goal 1.3: *Develop a COLFA Signature Experience for Undergraduate Students.*

Action Items: Create one or more capstone experiences in each program; potential venues may include a special research project, an internship, a performance, a public presentation, or other activity as deemed appropriate to the discipline.

Goal 1.4: *Develop Capacity in New Media and Computer Applications across the Arts, Humanities, and Social Sciences.*

Action Items: Support further development of programs, courses, and facilities devoted to new media and computer applications; prioritize these areas in faculty hiring decisions.

College of Liberal and Fine Arts Initiative(s) Related to UTSA II: Serving Society Through Creativity, Expanded Research, and Innovations. 9

Goal 2.1: *Create Excellence in Cross-cultural Communication.*

Action Items: Hire faculty in this area; support research; support acquisition of communications technology; and develop new academic programs in this area.

Goal 2.2: *Make the College a Center of Excellence in the Social and Behavioral Aspects of Health.*

Action Items: Hire faculty in this area; support research; develop new academic programs in this area. Encourage and reward inter-institutional collaboration.

College of Liberal and Fine Arts Initiative(s) Related to UTSA III: Promoting Access and Affordability 10

Goal 3.1: *Insure that Curricula and Class Schedules Present Optimal Pathways for Student Progress.*

Action Items: Annual review of course content, curricular requirements and sequencing, and class scheduling patterns to optimize student progress to degree.

Goal 3.2: *Offer Scholarships.*

Action Items: Obtain more funding for scholarships. Maintain strong patterns of endowment compliance to insure continuous, ample awards.

**College of Liberal and Fine Arts Initiative(s) Related to UTSA
Initiative IV: Serving the Public through Community Engagement 11**

Goal 4.1: Make the College a Center of Excellence in the Arts and Humanities.

Action Items: Continue to create and promote research and events to expand the community’s awareness and appreciation of our history and cultures, the fine arts, and the humanities.

**College of Liberal and Fine Arts Initiative(s) Related to UTSA
Initiative V: Expanding Resources and Infrastructure 11**

Goal 5.1: Increase Sponsored Academic Research Activities and Opportunities.

Action Items: Increase support for faculty in the development of research grant proposals and other activities that lead to the successful attainment of sponsored research; for example, faculty teaching buy-outs or course reductions, enhanced use of graduate students as research assistants, maintenance of a college research “seed fund,” increase in conference and research travel support, addition of staff to provide faculty grants support, maintenance and expansion of research labs.

6. Key Indicators 12

7. Call to Action and Accountability 13

8. Appendices 16

Appendix I.

College Of Liberal and Fine Arts Strategic Planning Process 16

Appendix II.

Matrix of College of Liberal and Fine Arts Contribution to

University Foundational Themes and Areas of Excellence 17

College of Liberal and Fine Arts 2016

1. Introduction: The College of Liberal and Fine Arts (COLFA) comprises 11 departments in the Arts, Humanities, and Social Sciences: Anthropology; Art and Art History; Communication; English; History; Modern Languages; Music; Philosophy and Classics; Political Science and Geography; Psychology; and Sociology.

COLFA is a highly diverse and complex organization. The disciplines are often vastly different from one another and run the gamut from social sciences, which approach the hard sciences in involving federal and state research funding and research labs, to literature, humanities, and the arts. The two arts departments, Art and Art History and Music, are themselves very complex, with continuous public programming, galleries and theatres, light industrial facilities for creative production, intensive (and expensive) student recruiting; these two departments, in essence, function at the level of schools.

COLFA is a central component of the academic mission. It offers 20 undergraduate and 12 graduate degrees, including 2 PhDs. This college produces one-third of all UTSA semester credit hours. It supplies the majority of courses in the Core Curriculum as well as state-mandated courses in History and Political Science. Virtually every UTSA graduate takes multiple COLFA courses. In addition, and contrary to impressions that the liberal arts are not appreciated as an avenue to employment and fulfillment, COLFA has over 6,000 undergraduate majors in its disciplines served by 166 TT faculty and approximately 200 NTT faculty, and is therefore the largest UTSA college.

2. College of Liberal and Fine Arts Mission, Vision and Core Values:

The College of Liberal and Fine Arts' mission, vision, and core values statements reflect the purpose of our college (Mission), what we aspire to be (Vision), and the guiding principles that we will use to reach our goals (Core Values).

***Mission Statement** The College of Liberal and Fine Arts will meet the needs of the diverse population of Texas through our quality research and creative work, exemplary teaching, and professional contributions to the community.*

***Vision Statement** The College of Liberal and Fine Arts will become an internationally recognized college of liberal and fine arts providing the core intellectual experience that prepares students for their role as responsible citizens.*

***Core Values** Access and Excellence*

3. College of Liberal and Fine Arts Strategic Advantages:

COLFA is positioned as a central component in a rapidly-growing university. Demand for COLFA courses insures an integral position for the college. COLFA is highly efficient in delivering instruction. In contributing to the university research mission, COLFA offers potential for external funding and other measures of research success with comparatively low investment costs. COLFA research activity often reaches a high level of distinction according to the standards of the individual disciplines, and the college offers an excellent track record and further promise in interdisciplinary, cross-college, and cross-institutional research collaboration.

The COLFA faculty handles a great share of university administration and governance, providing the Chair of the Faculty Senate, Chair of the Graduate Council, Dean of the Graduate School, Assistant Dean of the College of Sciences, Assistant Dean of the Honors College, Vice Provost for Academic and Faculty Support, Chair of the new Department of Geological Sciences, Director of the Teaching and Learning Center, Director of the Mexico Center, Director of the Women's Studies Center, and more.

The COLFA faculty is truly excellent and has been frequently recognized for its achievements on the national and international levels. It contains three members who have held Ashbel Smith professorships, numerous Piper, Chancellor's Council, and Fulbright awardees, researchers funded by the NIH, NSF, NEH, Ford Foundation, National Geographic Society, and so forth. Last year one faculty member won Germany's highest academic honor as a Humboldt Scholar, and this year another received the Balakian Award from the National Book Critics' Circle, the Pulitzer for literary criticism. These are just two of many possible indications of the high quality of academic contribution and public outreach offered by the college.

COLFA has a vigorous development arm, with a 40-member advisory council. The College Office raises between \$.5 and \$1 million annually in gifts to the College. In 2007 the College and its various departments awarded over \$250,000 in scholarships. External research funding levels are substantial and growing. The Psychology and Sociology programs have recently each secured award totals in excess of \$1 million. The Center for Archaeological Research is the main university-affiliated contract archeology firm in the state, with approximately \$1.5 million in contract funding annually.

COLFA is well-poised to help UTSA meet its all of its new strategic goals. With regard to globalization, the ten-member anthropology faculty, to cite one of several COLFA examples, has two individuals conducting research in Mexico, and one each in Belize, Brazil, Bolivia, Thailand, Tanzania, Papua New Guinea (as well as Oklahoma and Texas). With regard to community engagement, COLFA reaches an audience of over 70,000 South Texans annually,

through such programs as the Shakespeare residency, European Film Festival, Legacy children's archaeology camp, Opera in the Schools program, and numerous others. Among student research opportunities, 179 graduate and undergraduate students participated in the 2007 COLFA Spring Research Conference, and many gave papers at national conferences. Regarding graduate education, COLFA has continually shifting the proportion of instruction toward graduate students, and has increased its graduate semester credit hour production by 38% overall in the past five years, even while meeting enormous demand for undergraduate instruction. COLFA is preparing to grow to a degree commensurate with the entire university, and to achieve enrollments of approximately 7,500, of which 20% or more would be graduate students, by 2016.

4. College of Liberal and Fine Arts Strategic Challenges:

In the past five years the number of majors in COLFA has increased 43%. Not coincidentally, the overall number of UTSA students also increased 43%. During this same period, COLFA increased its overall SCH production by 45%. Yet at the same time the COLFA T/TT teaching faculty grew by 3.68%.

While such efficiency is a source of pride, this kind of disparity cannot continue if UTSA is going to realize Tier I status and improve retention and time to degree. Having 50% of all COLFA courses, and an even higher proportion of semester credit hours, delivered by adjunct faculty has enormous implications for retention and time to degree, and it hinders the development of departmentally-based research cultures as well.

Specifically, the college must decrease its ratio of students to T/TT faculty from the present 36:1 to approximately 18:1 in order to compete among Tier I state institutions. And for faculty recruitment, retention, and success, greater investment in faculty support will be necessary.

Therefore, to get UTSA to Tier I and to enable successful prosecution of the Strategic Plan, COLFA needs:

- more T/TT faculty—at least double the current number
- a more realistic NTT budget in the interim
- additional staff members supporting teaching and research
- additional office space for new faculty
- greater preliminary investment in faculty research in the form of start ups and travel funds

- repair and expansion of teaching and research labs and arts facilities
- continuing commitment to developing liberal arts graduate programs
- additional instructional space and equipment (especially computers) in liberal arts configurations

Finding the resources to build and support the faculty is the single significant challenge facing the college.

5. Strategic Initiatives, Goals, Action Items and Metrics

In order to meet our vision and fulfill our mission, the **College of Liberal and Fine Arts** is committed to pursuing **5** strategic initiatives, encompassing **9** goals. Our initiatives reflect support for UTSA's strategic plan as well as the three foundational themes and five areas for collaborative excellence described in the matrix found in Appendix II.

College of Liberal and Fine Arts Strategic Initiative I: *Enriching Educational Experiences to Enable Student Success*

Goal 1.1: Promote Significant Program Growth and Development at the Master's and Doctoral Level.

Strong graduate programs are an essential component of the UTSA mission. Graduate education ensures the continuing renewal of the disciplines through the training of practitioners; its hallmarks are intensive specialized training and the requirement that students make original contributions to scholarship. Through the university's dedication to recruiting senior faculty and graduate program applicants, promoting scholarship and graduate training, and developing incentives for exemplary performance in scholarship and graduate teaching, we will continue to build and maintain quality graduate programs.

Action Items: Nurture new and imminent doctoral programs in English, Anthropology, and Psychology. Advance doctoral program proposals in Music, Sociology, Political Science History, Spanish, and Communications Sciences and Disorders, a master's proposal in Philosophy, and other proposals, as university and Coordinating Board schedules allow. Prioritize graduate program development in recruitment decisions.

Metrics: Time to graduate degree, number of graduate degrees granted.

Goal 1.2: Promote Growth of Student Educational Experience with the Global Environment.

The COLFA curriculum and research base is inherently intercultural, international, and holistic. COLFA should take leading role as the university addresses globalization and prepares students for work in the global environment.

Action Items: Review curriculum annually to insure global content. Promote study of foreign languages. Increase number of agreements and programs between COLFA and international concerns. Secure more scholarship funding for study abroad.

Metrics: Number and coordination of courses addressing global issues; number of students studying foreign languages; number of students and faculty involved in study abroad.

Goal 1.3: *Develop a COLFA Signature Experience for Undergraduate Students.*

The Signature Experience will involve the practical application of liberal and fine arts training in a professional setting.

Action Items: Create one or more capstone experiences in each program; potential venues may include a special research project, an internship, a performance, a public presentation, or other activity as deemed appropriate to the discipline.

Metrics: Number of capstone experience courses and activities run annually; number of COLFA majors who have participated in these courses and activities; number of graduate job placements resulting from Signature Experience activities.

Goal 1.4: *Develop Capacity in New Media and Computer Applications across the Arts, Humanities, and Social Sciences.*

The College recognizes the need to prepare students for literacy in new and emerging media.

Action Items: Support further development of programs, courses, and facilities devoted to new media and computer applications; prioritize these areas in faculty hiring decisions.

Metrics: Number of courses, faculty, and students involved in new media and computer application teaching and research.

College of Liberal and Fine Arts Strategic Initiative II: *Serving Society through Creativity, Expanded Research, and Innovations*

Goal 2.1: *Create Excellence in Cross-cultural Communication.*

College expertise spans the many faces of cross-cultural creative activity and research in the arts, humanities and social sciences. We will be a center for creative activity and research that illuminates culturally and historically based systems of meaning and their effects on human communications.

Action Items: Hire faculty in this area; support research; develop new academic programs in this area.

Metrics: Number of faculty, research programs, external funding, and publications related to cross-cultural communication.

Goal 2.1: *Make the College a Center of Excellence in the Social and Behavioral Aspects of Health.*

UTSA has strong ties with the UTHSCSA and other health care organizations in the region. A collaborative spirit already exists between the University and the medical community to address important issues for health education and delivery of health care services. Collaborations involve not only the COLFA social science departments, but the English, Communication, and Music departments as well. The College will promote linkages between its disciplines and UTHSCSA and other health care organizations. Formalizing these strong ties will promote collaboration, research opportunities, and improved health care services.

Action Items: Hire faculty in this area; support research; develop new academic programs in this area. Encourage and reward inter-institutional collaboration.

Metrics: Increases in number of faculty, research programs, external funding, and publications related to health; increases in collaborations with medical and health organizations.

College of Liberal and Fine Arts *Strategic Initiative III: Promoting Access and Affordability*

Access is a core value of the College. COLFA will promote access and affordability in two ways:

Goal 3.1: *Insure that Curricula and Class Schedules Present Optimal Pathways for Student Progress.*

Action Items: Annual review of course content, curricular requirements and sequencing, and class scheduling patterns to optimize student progress to degree.

Metrics: Rates of student retention and time to degree.

Goal 3.2: *Offer Scholarships.*

Action Items: Obtain more funding for scholarships. Maintain strong patterns of endowment compliance to insure continuous, ample awards.

Metrics: Number of students receiving scholarships; number of scholarship dollars awarded.

College of Liberal and Fine Arts *Strategic Initiative IV: Serving the Public through Community Engagement*

Goal 4.1: *Make the College a Center of Excellence in the Arts and Humanities.*

The College supports a rich and vibrant culture in the arts and humanities including visual arts exhibitions, musical and theatrical performances, literary readings, film festivals, lectures, historical and cultural research, student competitions and camps, and other educational and outreach programs.

Action Items: Continue to create and promote research and events to expand the community's awareness and appreciation of our history and cultures, the fine arts, and the humanities. Embrace the charge of the Creative Economy by taking a leading role in the arts and expanding arts programs and programming.

Metrics: Number and quality of academic programs and annual public events and exhibits; number of attendees; degree of public and professional recognition and publicity of COLFA activities.

College of Liberal and Fine Arts *Strategic Initiative V: Expanding Resources and Infrastructure*

Goal 5.1: *Increase Sponsored Academic Research Activities and Opportunities.*

As UTSA moves to Tier I Research status, the College must expand research opportunities for faculty members.

Action Items: Increase support for faculty in the development of research grant proposals and other activities that lead to the successful attainment of sponsored research; for example, faculty teaching buy-outs or course reductions, enhanced use of graduate students as research assistants, maintenance of a college research "seed fund," increase in

conference and research travel support, addition of staff to provide faculty grants support, maintenance and expansion of research labs.

Metrics: Increases in number of active research faculty, research programs, external funding, publications, and conference papers.

6. College of Liberal and Fine Arts Key Indicators:

The following metrics will serve as indicators of the **College of Liberal and Fine Arts'** overall progress in achieving our vision and meeting our strategic goals. Each indicator will have associated targets and will be benchmarked against past performance as well as peer institution performance as applicable.

College of Liberal and Fine Arts Strategic Initiative I: Enriching Educational Experiences to Enable Student Success

- Number of graduate degrees granted
- Number of faculty and staff in study abroad
- Number of undergraduates in Signature Experience

College of Liberal and Fine Arts Strategic Initiative II: Serving Society through Creativity, Expanded Research, and Innovations

- Number of publications and grants in cross-cultural research
- Number of publications and grants in social and behavioral aspects of health

College of Liberal and Fine Arts Strategic Initiative III: Ensuring Access and Affordability

- Student retention and time to degree
- Number and amounts of scholarships awarded

College of Liberal and Fine Arts Strategic Initiative IV: Serving the Public through Community Engagement

- Number of community attendees at COLFA events

College of Liberal and Fine Arts Strategic Initiative V: Expanding Resources and Infrastructure

- Number of publications and grants

7. Call to Action and Accountability for the College of Liberal and Fine Arts:

For our *UTSA 2016* Strategic Plan to be successful, we must follow through to incorporate the **College of Liberal and Fine Arts** initiatives into our everyday management, operations, and decision making. The intent of UTSA is to operate as an integrated whole, with each element and component contributing to the University mission and vision, collaboratively and in a holistic fashion. This approach will transform the institution from our present reality toward realization of our future vision. Thus, we will become a catalyst and crucible for change, inviting and involving all stakeholders to the table as contributors as well as beneficiaries. This approach reflects the notion of citizenship imbedded in our statements of mission, vision, and core values. Citizenship in its truest sense involves a shared responsibility and contribution to the welfare of our entire community.

Implementation:

An implementation process that will ensure that the strategic plan is carried out effectively is critical to our success.

| <u>Plan Levels</u> | <u>Scope</u> | <u>Timeframe</u> | <u>Lead Responsibility</u> | <u>Content</u> |
|---|--------------------------------|------------------|---|--------------------------|
| University Strategic Plan | University Strategic Direction | 10 years | Campus Management and Operations (CMO) and Team | Long-term initiatives |
| University Compact | Operational Goals | 2 years | CMO and Deans Council | Short-term initiatives |
| Vice Presidential and College Strategic Plans | Unit Strategic Directions | 5 years | Vice Presidents and Deans | Long-term initiatives |
| Departmental Plans | Operational Goals | 12 months | Colleges and Departments | Implementation details |
| Task Forces | Cross-divisional Goals | Short-term | Appointed by CMO | Priority initiatives and |

- *We must integrate UTSA 2016 into our operational planning (unit-level plans and compacts).*
- *We must integrate UTSA 2016 as the guide for our **College of Liberal and Fine Arts** budget process.*
- *We must participate in ongoing revision and modification of the **College of Liberal and Fine Arts** plan.*
- *We must develop an organizational structure to support the **College of Liberal and Fine Arts** plan and assign responsibilities.*

Accountability:

In order for the plan to work, the **College of Liberal and Fine Arts** must ensure that an effective system involving both communication and assessment is established and maintained.

Communication:

The **College of Liberal and Fine Arts** must develop a communication system to inform our personnel of our fidelity to our mission and progress toward its initiatives, goals and action items. Routine reporting of metrics on our goals will be a standard part of our meeting schedules. Every month there will be a report on one of the initiatives. The report will include progress (metric review) and issues. Twice a year, progress on all initiatives will be incorporated into a report reviewed by the CMO, Team 2016 and the Executive Leadership Council. UTSA's President will present an annual public "State of UTSA" address that reflects overall progress toward University initiatives and goals to which the **College of Liberal and Fine Arts** contributes.

As a result of our internal system and the public Web site, the university community will be able to assess our progress, and senior leaders will have regular opportunities to discuss and adjust our initiatives as needed.

Marketing UTSA:

The **College of Liberal and Fine Arts** will contribute information to the CMO and Team 2016 to help UTSA tell its story and share our 2016 Vision, both of which are essential to attract top students, faculty, research sponsors, and resource contributors and to gain optimal buy-in from all UTSA's community and state stakeholders. Stories demonstrating UTSA's values-in-action work to positively reinforce integrity, excellence, inclusiveness, respect, collaboration, and innovation. The UTSA image, branding, reputation, and prestige will reflect all the aspirational goals outlined in this plan and inform key audiences about progress, constantly recognizing and celebrating accomplishments along this journey

Assessment:

The **College of Liberal and Fine Arts** must develop an assessment system to determine our fidelity to our announced mission and progress toward our vision. There will be clear lines of responsibility for managing and reporting the components of our strategic plan, to include collecting metric data, reporting progress, and resolving issues.

8. Appendices:

- I. College of Liberal and Fine Arts Strategic Planning Process
- II. College of Liberal and Fine Arts Matrix of University Foundational Themes and Areas of Excellence

APPENDIX I:

College of Liberal and Fine Arts Strategic Planning Process

The COLFA Chairs served as a committee-of-the-whole task force, chaired by the Dean, and convened weekly to work on the early drafts. Chairs each served as liaisons to their departmental faculty and presented the drafts for review and commentary which was transmitted back to the task force. This process was conducted simultaneously with the processes to draft individual departmental strategic plans, to promote integration of the two levels. A final draft was circulated to the entire faculty and the members of the COLFA Advisory Council for ultimate review and commentary.

APPENDIX II.
College of Liberal and Fine Arts Matrix Of Foundational Themes and Areas Of Excellence

| The University Foundational Themes and Areas of Collaborative Excellence | | | | | | | |
|---|--|--|--|--|---|---|---|
| Foundational Themes | | | | Areas of Collaborative Excellence | | | |
| College of Liberal and Fine Arts | | | | | | | |
| Globalization | Diversity | Transformative Leadership | Health | Security | Energy & Environment | Human Development | Sustainability |
| International curricula in the arts, humanities, and social sciences | Arts and humanities programming focusing on diversity issues | Strong liberal arts baseline contributes to student transformation | Research and teaching in social and behavioral aspects of health | Research and teaching in international relations and security policy | Research and teaching focus in cultural ecology | Arts, humanities, social sciences fundamentally address human development | Research and teaching in cultural ecology and historical and cultural preservation address sustainability |
| International research and creative activity in the arts, humanities, and social sciences | Center for cross-cultural communication | Strong liberal arts baseline equips future transformative leaders | | | | | |
| International service in the arts, humanities, and social sciences | COLFA faculty, staff, student recruiting will continue to diversify university | | | | | | |