Kennesaw State University
COLLEGE OF THE ARTS
2013-2017 Strategic Plan

Preamble

The 2013-2017 COTA Strategic Plan was developed following a six-month process of data gathering and collaborative discussion between representatives of faculty, staff, and students within the College of the Arts. Several student focus groups, and SWOT surveys conducted with multiple constituents across the College, informed the development of this Strategic Plan that is closely aligned to the 2013-17 University Strategic Plan. The COTA Strategic Planning Committee comprised of the following individuals representing all four academic units, COTA staff, and the Office of the Dean: Diana Gregory (Committee Chair); Karen Robinson (Administrators Council); Rebecca Mabua (CFC Chair); Kathie Beckert (Marketing); David Daly (Music); Valerie Dibble (Art & Design); Stevan Novakovich (Dance); David Kehler (Music); Charlie Parrott (Theatre & Perf. Studies); Sam Robinson (Ass. Dean); and Ivan Pulinkala (Interim Dean).

Vision Statement

The College of the Arts will achieve regional, national, and international recognition in arts pedagogy and praxis, community engagement, and innovation.

Mission & Values

Provide an arts education focused on critical thinking, creative problem solving, and effective communication

Advance our educational vision by connecting theory and praxis

Engage in creative programming, partnerships, and dialogue with regional, national, and global communities

Support and enhance our internal and external communities through service activities, service learning, and leadership

Pioneer innovative approaches to evolving artistic trends in the 21st Century

Honor historical approaches to artistic production and scholarship

Foster a welcoming community of artists, scholars, and professionals that honors interdisciplinarity and diversity

Promote receptivity to diverse cultural, social, and artistic values

Commit to integration of technological innovation in teaching, research, creative activity, and scholarship

Promote artistic and academic integrity, advocacy, leadership, and engagement

GOAL ONE

Promote excellence and innovation in education through teaching, supervising, and mentoring students; research, creative activity, and scholarship; and professional service.

Objective 1. Increase online and hybrid learning through the use of innovative technology

1. Support the development of technology-enhanced arts education
2. Expand arts education through the creation of online and hybrid courses

Objective 2. Promote excellence and innovation in teaching, supervising, and mentoring students

1. Support and increase innovative student-centered teaching strategies
2. Expand faculty mentoring and supervision of undergraduate and graduate student research and creative activity at prominent venues
3. Support regionally, nationally and internationally prominent scholarship of teaching and learning

Objective 3. Promote excellence and innovation in research, creative activity and scholarship

1. Fund and hire at least two new endowed professorships to increase national prominence in research and creative activity
2. Support regionally, nationally and internationally prominent scholarship of research and creative activity

Objective 4. Promote excellence and innovation in service

1. Expand reward systems for exemplary internal and external professional service
2. Attain regional and national prominence by hosting disciplinary conferences, workshops and symposia
3. Increase student participation in service activities
GOAL TWO

Improve recruitment, retention, progression and graduation rates (RRPG) in accord with the Complete College Georgia Initiative, while continually increasing the quality, breadth, and relevance of academic and co-curricular programs.

Objective 1: Increase support to improve RRPG
1. Establish a data-driven academic success plan focused on increasing RRPG
2. Develop and enhance early intervention plans for all degree programs
3. Use innovative strategies and advising tools to increase graduation rates

Objective 2: Increase the enrollment of artistically and academically high-achieving students
1. Implement focused and flexible recruitment plans in each unit
2. Review and revise COTA admissions policies and procedures, and disseminate results annually
3. Increase scholarship funding opportunities for all units

Objective 3: Promote student engagement in academic and co-curricular programs
1. Develop and encourage opportunities for interdisciplinary interaction between students
2. Develop interdisciplinary and graduate degree programs that support economic development

GOAL THREE

Become more engaged and prominent in the local community, Georgia, the nation, and the world.

Objective 1: Develop and implement a strategic plan for community and global engagement
1. Collect data about engagement activities in existing programs
2. Create a framework and budget for engagement activities
3. Create one faculty, one staff, and one student community-engagement fellow
4. Strengthen and expand reciprocal relationships with community and global partners
5. Present community arts engagement events on- and off-campus
6. Target and support programs with potential for national and international prominence

Objective 2: Recognize and support engagement in the local community, Georgia, the nation, and the world
1. Promote and market community engagement activities and partnerships
2. Strengthen and sustain reciprocal engagement with alumni
3. Create a framework to support faculty, staff, student, and alumni engagement activities
GOAL FOUR
Enhance the collegiate experience, and foster a welcoming, diverse, and inclusive environment.

Objective 1: Foster a welcoming and collegial environment that promotes a culture of diversity, inclusion, and sensitivity
1. (Re)define current diversity initiatives
2. Broaden recruitment activities to enroll diverse students from the state, the region, and the world
3. Target marketing for exhibitions and performances to diverse populations
4. Create a recognizable Arts District to welcome on- and off-campus guests

Objective 2: Enhance the work experience and the job environment
1. Pursue and support development opportunities for staff
2. Sponsor events for faculty and staff networking and social interaction

GOAL FIVE
Expand resources, and improve operational efficiency and effectiveness.

Objective 1: Expand facilities to support need, growth, and demand
1. Implement building projects that expand classrooms, studios, and support spaces
2. Enhance the appearance and functionality of COTA interior and exterior spaces

Objective 2: Improve operational efficiency and effectiveness
1. Review and modify business and operational processes to improve service and efficiency
2. Formalize shared governance structures and processes to ensure transparency and guarantee accountability
3. Create signage around campus to identify and promote the arts

Objective 3: Increase financial and in-kind support
1. Secure a COTA Development Director
2. Develop and implement a strategic plan for fundraising
3. Increase the number of internal and external grant applications