

Institutional Effectiveness Plan

University of Florida

Academic Affairs

Academic Colleges

College of the Arts

College of the Arts - Mission

The College of the Arts fosters creative activity, scholarly and artistic excellence and innovation across disciplines. We achieve the university's mission by training professionals and educating students as artists and scholars, while developing their critical thinking and inspiring a culture of curiosity and imagination.

Start: 7/1/2016

End: 6/30/2017

Progress: Ongoing

Unit/College: College of the Arts

Responsible Roles: Associate Dean (Kolenic, Anthony)

SG 1: Goal 1: Academic Excellence

Continue offering academic and outreach programs that meet the highest standard of excellence

Start: 7/1/2016

End: 6/30/2017

Progress:

Division/College: College of the Arts

Responsible Roles: Associate Dean (Kolenic, Anthony)

Action Items

1. Utilize assessment mechanisms and practices for continual improvement.
2. Maintain and improve facilities and equipment.
3. Strengthen interdisciplinary experiences for students through the Arts, Humanities, and Cultural Institutions master plan and other strategic initiatives.

 2017-21 COTA SP Exec. Summary

Measures of Action Items

- 1a. Curriculum Revisions and Additions
- 1b. Reports from Individual Units
- 2a. ROI analysis
- 2b. Space Utilization Studies // Facilities Priorities
- 3a. Benchmark against the 5 year plan laid out in AHCI Master Plan (attached)

3b. Increased interdisciplinary experiences emanating from our college and into our college.

Time Period of Action Items

7/1/2016 to 6/30/2017

Resources of Action Items

Reports

1a., 1b. Enrollment Analysis

2a., 2b. Space utilization study documentation

2a., 2b. Facilities prioritization documentation in COTA Strategic Plan benchmarking

3a. Benchmarking documentation

Minutes

1a., 1b., 3b. Curriculum Committee

1a. - 3b. Executive Committee

 A&HMasterPlanBrief

SG 2: Goal 2: Creativity - Innovation - Access

Continue developing a culture of creativity, innovation and access

Start: 7/1/2016

End: 6/30/2017

Progress:

Division/College: College of the Arts

Responsible Roles: Associate Dean (Kolenic, Anthony)

Action Items

1. Support faculty research with particular focus on international and interdisciplinary scholarship.
2. Maintain a relevant integration of technology in all curricula through university offered training for current faculty and hiring new faculty that will bring that resource to the college
3. Expand community-based education and research in and beyond Florida

 2017-21 COTA SP Exec. Summary

Measures of Action Items

- 1a. "Faculty Opportunities" grants database built and implemented on COTA website for COTA faculty
- 1b. Research committee strategic decision making
- 2a. Technology committee strategic decision making
- 2b. Curriculum committee discussions re: technological integration
- 2c. Presence of new faculty with technological training/expertise
- 3a. Curricular inclusion of service/experiential learning in community
- 3b. Presence of agreements with community organizations for curricular and research collaborations

Time Period of Action Items

7/1/2016 to 6/30/2017

Resources of Action Items

Artifacts

- 1a. Presence on website
- 2c. New faculty hired and documentation of faculty training

-

Reports

- 1a., 3b. Scholarship Enhancement Fund
- 1a., 3b. Gatorade Travel / Research Fund
- 1a., 3b. Sabbatical Reports

Minutes

- 1b. Research Committee
- 2a. Technology Committee
- 2b. Faculty Council
- 2b., 3a. Curriculum Committee
- 3a. Executive Committee

SG 3: Goal 3: Recruitment and Retention

Continue to attract and retain faculty, staff and students whose talents contribute to the advancement of the university

Start: 7/1/2016

End: 6/30/2017

Progress:

Division/College: College of the Arts

Responsible Roles: Associate Dean (Kolenic, Anthony)

Action Items

1. Update and implement a plan for increased student recruitment and retention
2. Update and implement an alumni utilization plan

Measures of Action Items

- 1a. Presence of plan as product of regular school and college meetings
- 1b. Budgeted expenditures for recruitment and retention efforts
- 2a. Presence of plan as product of regular collegiate staff and development team meetings
- 2b. Implementation of early stage alumni mentorship program and other similar engagements

Time Period of Action Items

7/1/2016 to 6/30/2017

Resources of Action Items

Reports:

- 1a., 2a. Plans generated by end of period (6/30/17)
- 1a., 2a. COTA Strategic Plan benchmarking documentation
- 1b. Year end expenditure reports for recruitment budgets
- 1c. Recruitment materials created and disseminated to increase application and yeild

Minutes:

- 1a., 2a. Executive Committee
- 2b. Documentation of webinars and other strategic alumni utilization like Friends group meetings

College of the Arts IE Detail

Start: 7/1/2016

End: 6/30/2017

Progress:

Providing Department: College of the Arts

Responsible Roles: Associate Dean (Kolenic, Anthony)

Administrative Support Services

The College of the Arts has established a college-wide Staff Council to assist with administrative support services. The Staff Council serves as a deliberative and advisory body to the Dean on matters of significant interest and importance to the staff of the college. The Council encourages the staff to develop and generate recommendations for improvement of the college and serves to maintain effective communication between the staff and the college. Description of administrative services and structures for service provision of these services follows.

Finance and administrative services. COTA runs a centralized administrative services model. At the college level, there is an HR Coordinator and Assistant who handle all human resource issues for the college and oversees the School of Music's Band division and School of Art and Art History's University Gallery division; and a Business Manager, Accounting Coordinator and two other office assistants who handle all business transactions for the college. The HR Coordinator reports to the Dean and the Business Manager reports to the Associate Dean of Administrative Affairs. The Dean's Office staff hold monthly meetings for problem-solving and collaboration on administrative projects. The three Schools within the college have School Directors, Directors of Operations and School Secretaries who communicate what needs to be done to the COTA administrative staff. The Director in each School utilizes the university's annual performance appraisal system to evaluate the job responsibilities and performances of each of their staff positions. The staff in the Schools report directly to the School Directors. Should there be problem areas to be addressed with an employee, the annual appraisal is used as a tool to constructively instruct the employee on how to improve performance to better meet the needs of the schools and college in addition to continued feedback before the annual appraisal so that nothing on the appraisal is a surprise.

Facilities and Maintenance. The UF Space Inventory and Allocation System survey is used to audit UF space and to monitor how well space is being used for multiple purposes, including future allocation of instructional and research space and resources. The Directors of Operations within the Schools and Institute manage the survey annually. The Space Inventory and Allocation System survey is also used to assist with development of the Facilities & Administrative (FnA) Rate Proposal to the federal government. The Associate Dean for Administrative Affairs is responsible for facilities issues across the college, in coordination with the School and Institute Directors.

Technology Support Services. COTA utilizes UF's central PPD division for facilities and building needs. The college utilizes a college-wide electronic work order system (CFA Help Desk) for requests related to Information Technology (IT) needs.. IT needs are fulfilled by Computing Services, which exists to develop, maintain and ensure the integrity of the College's technological infrastructure. Our three fulltime IT staff are responsible for managing college-wide network services, including the physical network, mail servers, file servers, web servers, custom application design and development, web site maintenance, the CFA Work Order System, network security, computer setup and relocation, end-user support, and audio/visual setups for meetings and special events. The Associate Dean for Administrative Affairs is responsible for oversight of all technology support service and website development and maintenance.

Development/advancement. College-wide strategies for revenue streams to support the strategic plan include coordination with the Development, Marketing and Alumni Affairs team for the College of the Arts. Annually, the Development Officer, Dean of the College and UF Foundation assess the prospect pool and portfolio of each unit and set monetary goals, proposal goals, contact goals and additional qualitative goals for the unit (travel days, special initiatives for support such as faculty endowments, student support, capital priorities such as the 'Make the Music' campaign for rehearsal spaces in the School of Music). These measurable outcomes are clearly defined in what is termed an "Annual Performance Plan" for each Development Officer and academic unit. Annual Performance Plans are imaged into the UF Foundation document exchange system annually. The Annual Performance Plan is evaluated quarterly by the Development Officer, the Dean, and the UF Foundation to assess progress toward monetary goals, proposals, contacts and commitments. All Development Officer activity is monitored and tracked via a prospect tracking system (Advance) and the activity logged in the prospect tracking system is automatically loaded into the Annual Performance Plan so there are no discrepancies. These quarterly assessments improve development-related activities by highlighting areas needing attention and keeping the development efforts focused on the annual goal and initiatives within the performance plan for that year.

College monitoring, measurement and modification of Administrative Support Services. The COTA Staff Council and the Dean's Office staff is responsible for the review of current services.

Academic and Student Support Services

Undergraduate Support. Academic advising for undergraduate students in COTA is provided by professional advisors. Advisors are integral to the College's goal of offering the highest quality educational experience to motivated students. They are professional staff who work with faculty and staff in facilitating a student's academic and career exploration. Advisors provide leadership, guidance and information to students, departments, and faculty. They also work closely with faculty in the development, revision and implementation of curricula, and department and college policies.

Each of the three Schools and the Institute within COTA house an undergraduate academic advisor to provide advising services to students in COTA. Academic advisors are evaluated yearly based primarily on their performance and student feedback from exit/graduation surveys. Regardless of the mechanisms of evaluation, if an area of improvement is identified, the advisor will work with the department and collaborate with other college advisors to re-train through a specific plan for improvement. COTA plans to utilize the information provided through the Student Experiences in the Research University (SERU) survey to better respond to the needs of our students based on their demographic characteristics.

Department advisors work closely with the COTA undergraduate coordinator, who facilitates communication with the departmental staff and handles issues concerning admission, grade appeals, transfer, readmission, course substitutions, and other petitions that are not reconciled at the department level. In such cases, the undergraduate coordinator makes recommendations to the Associate Dean for Academic and Student Affairs, who makes decisions concerning such matters on behalf of the College. On rare occasions, the appeal process may continue to the Dean, who has ultimate decision making authority for the College.

Graduate Support. Graduate student services are provided and monitored at the departmental (concentration) level, and largely by the faculty mentors who serve as supervisory committee chairs. In support of the faculty and students in the departmental units, each School has a Graduate Coordinator who is responsible for oversight of the graduate program as a whole, and acts in various capacities to recruit, retain, graduate, and place students in desired career positions. The Graduate Coordinator also acts as a liaison between the Department Chair and the faculty, and serves as the Chair of the Graduate Faculty and the Graduate Curriculum Committees for each department. Moreover, the Graduate Coordinators address graduate issues during standing meetings with the Senior Associate in Graduate Studies. Graduate Coordinators are typically aided by program assistants and departmental office staff to accomplish their varied goals on behalf of the students and faculty in COTA.

Additional Student Support Services. Academic expectations for our students are listed in our college policies which are located on the college website and in the UF Undergraduate and Graduate Catalogs. College policies are reviewed on a yearly basis and revisions are made if needed based on changes to UF policies and/or student/advisor feedback.

College monitoring, measurement and modification of Academic and Student Support Services. The Associate Dean for Academic and Student Affairs is responsible for the review of current services. Items for discussion and review will be COTA Executive Committee for appropriate action.

Research

The College of the Arts is one of the 27 founding members of the Alliance for the Arts in Research Universities (a2ru), an alliance of leading U.S. research universities committed to helping equip students and faculty to address the world's most pressing, complex, and open-ended challenges with creative confidence as well as disciplinary expertise. We will do so by providing a new body of research and best practices guidelines to enable research university leaders to knowledgeably integrate arts practices for the greatest benefits of their institutions.

The following comprehensive research strategies are integrated into the College-wide strategic goals and guide COTA's priorities for 2017-2021. Please refer to the COTA Strategic Plan for a full

statement of the research philosophy, and methods.

- 1. Recognize, develop and support faculty academic and creative research.**
- 2. Strengthen incentives for attracting and retaining desirable faculty.**

Research Support. Integration of the unique and common research foci of our faculty occurs through many venues but is formalized in the college-wide Research Committee, which assists in monitoring, promoting, enhancing, and assessing the productivity of faculty research. Policy and procedure development regarding the College's research agenda is the responsibility of the Research Committee, which is comprised of COTA faculty, graduate students and undergraduate students. The Committee provides advice and opinions pertaining to research enterprises of the College and promotes communication among principal investigators on research topics of interest.

Expected research outcomes are being developed in the Spring of 2013. While external grant and contract proposal submissions by COTA faculty, grant and contract awards received by COTA faculty, and expenditures for grants and contracts in COTA are limited, given the nature of funding for the arts and humanities, COTA intends to increase individual faculty grant proposals and institutional grant proposals over the next four years.

The Fine Arts Scholarship Enhancement Fund, supported by the UF Office of Research, is an annual competitive award that recognizes and awards funds to the best proposals submitted each year. In addition, COTA faculty have received significant funding through the UF President's Faculty Enhancement Opportunity program. Graduate student research is presented within the Schools and Institutes as part of regular research colloquia and thesis presentations. Undergraduate student research is recognized through the UF Undergraduate Scholars' Program and the Creativity in Arts and Sciences Event annually. The Associate Dean for Research represents faculty interests, issues, and sponsored research funding at the highest governing body in the College as well as the Division of Sponsored Research at UF.

Documentation and Assessment. A Cumulative Faculty Record (CFR) is completed yearly by every COTA faculty member. The evaluation instrument is structured to document research and creative activity, in addition to teaching and service, on an annual basis for review by School/Institute Directors as part of the ongoing formative assessment for individual faculty members. Grant proposals, awards, and expenditures including doctoral student support and tuition waivers are tabulated and annual reports are prepared and given to the Deans, Directors, and faculty. A constant emphasis on high impact and interdisciplinary collaboration during the past two years has elevated the quality of research in each unit of the College.

College monitoring, measurement and modification of Research activity. COTA faculty have developed a set of common standards and benchmarks to evaluate research among the Schools and Institutes. Parallel to this initiative, COTA is also developing additional means to document the quantity and success rate of external grant proposals created by individual faculty and collaborative 'institutional' college-wide grants. Research activities within the three schools are documented in the benchmarks and timelines of the COTA Strategic Plan, and are also incorporated into the annual Report to the Provost submitted by the Dean at the end of each academic year.

Community and Public Service

The College of the Arts seeks to improve quality of life through support and promotion of publicly-engaged scholarship and creative activities, fine arts content for public participation, civic engagement projects, and a general appreciation for service and community involvement. The College of the Arts actively participates in community partnerships, often addressing community concerns including economic development, environment and natural resources, health and the human condition, public education including pre-K through 12 and senior adults, and improving the fabric of neighborhoods and communities. Community and public service activities programmed by faculty and departments are supplemented by student involvement, including student organizations and performance ensembles.

Joined by former President Bernie Machen, the University of Florida is a member institution for **Imagining America**, a consortium of 90 colleges and universities, and their partners, emphasizing the possibilities of humanities, arts, and design in knowledge-generating initiatives. According to the consortium, "such activity can span disciplines through collaborations with public health, environmental issues, community education, neighborhood development, and others. We also value the knowledge and creativity-generating components of partnerships among people whose everyday lives produce different kinds of expertise. So the scholar in the library, the teacher in the classroom, the organizer in the community—each provides different expertise that together is greater than the sum of its parts." The College of the Arts, with partners in the College of Liberal Arts and Sciences and UF departments including the Office of Sustainability, is offering leadership for the University of Florida's membership in this program.

The following comprehensive outreach and engagement strategies are integrated into the College-wide strategic goals and guide COTA's priorities for 2017-2021.

1. Prioritize and expand opportunities, visibility and recognition through outreach and civic engagement.

2. Strengthen awareness of the role and impact of the arts and creativity across the UF campus, locally, nationally and internationally.

Programming for the **UF Center for Arts in Medicine** includes Arts in Healthcare for Rural Florida Communities, AIM (Arts in Medicine) for Africa, and two programs designed to engage and encourage health benefits for people living with Parkinson's Disease—Dance for Life and Sing for Life. The **UF Digital Worlds Institute** uses digital technologies to promote K-12 arts integrated "S.T.E.A.M." programs, promotion of community diversity and multicultural affairs through content including the recurring webcast production of LiveVibe TV, and a specific focus on international anti-plagiarism education using gaming technology. The **UF Center for Arts in Public Policy** actively engages students in ongoing public conversations related to public visual and performing arts and civic purposes including education, and leads UF involvement in national initiatives led by organizations such as Americans for the Arts. The **UF Center for World Arts** promotes campus and community internationalization efforts and multicultural/diversity appreciation through its programming and research activities. The college's three schools are also deeply engaged in community and public service, including service performances by various music, theatre, and dance ensembles, community aesthetic improvements through studio art projects, and service/research led by faculty addressing topics including Florida water quality, plastic waste issues, community food resources, homelessness, military veteran health, specific health initiatives including Parkinson's Disease and Post-traumatic stress disorder, department of corrections, community sustainability in regional and also third world countries, minority business development, public art projects, neighborhood improvement, and more.

Documentation and Assessment. During each of the Fall and Spring semesters, Center and Institute Directors are invited to participate in an oral discussion of their work with the Executive Committee. Center and Institute directors provide a written annual report to the Associate Dean for Research, Technology and Administrative Affairs, which is presented to the Executive Committee each spring, documenting the significant achievements, including contracts, grants and sponsored research dollars received.

College monitoring, measurement and modification of Community and Public Service activity. Community engagement and outreach activities within the three schools are documented in the benchmarks and timelines of the COTA Strategic Plan, and are also incorporated into the annual Report to the Provost submitted by the Dean at the end of each academic year.

Effectiveness Oversight

Name

Lucinda Lavelli, M.F.A./M.N.O.

Dean

Edward Schaefer, D.M.A.

Associate Dean for Academic and Student Affairs

Anthony Kolenic, Ph.D.

Assistant Dean for Research, Technology and Administrative Affairs

E-mail

llavelli@arts.ufl.edu

eschaefer@arts.ufl.edu

akolenic@arts.ufl.edu

Institutional Effectiveness Report Complete: