

## Division/Unit Goals Report - Institutional Effectiveness Data Report

### 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.

**Unit/College:** College of the Arts

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#### 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:** Ongoing

**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


## **Results and Evaluation**

Data were reviewed by Assistant Dean Anthony Kolenic.

**1. Assessment Mechanisms and Data Practices:** The Assistant Dean met regularly with leadership in each of the three primary schools to establish better penetration and protocols with faculty involvement and ownership of the academic assessment process. This has taken particularly strong root in the School of Theatre and Dance. The College has also more fully integrated use of Academic Analytics and other data into strategic decision making practices.

**2. Facilities:** Major facilities priorities were addressed in 2016-17. With State Senator Keith Perry as our champion, the School of Music's place on the PECO list was dramatically improved, yielding a \$5.9M commitment from the State of Florida for FY 2017-18. Further, toward the end of 2016-17, the Provost and University Athletics Association agreed to fund a new practice field for the University of Florida Gator Marching Band.

**3. Interdisciplinarity:** The Arts, Humanities, and Cultural Institutions Steering Committee, chaired by Dean Lucinda Lavelli, met its goals for 2016-17. Two "Collision Events" took place: one at UFPA in Fall 2016, and one at the Harn Museum in Spring 2017. STEM attendance was high, as was the discourse. Planning for 2017-18 and the 2019 Leonardo year began in 2016-17.

-  102716\_executive\_committee\_meeting\_minutes
-  120116\_executive\_committee\_meeting\_minutes
-  Enrollment Analysis
-  Legacies of Leonardo
-  SOM ROI Form 9.26.16 - Final
-  UF Band Field at Pony Field (1)

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## **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:** Ongoing

**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

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### 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

### **Results and Evaluation**

Data were reviewed by Assistant Dean Anthony Kolenic.

**1. International and Interdisciplinary Faculty Research:** Faculty conducted a great deal of interdisciplinary and international research in 2016-17. Interdisciplinary research continues to be led by the Center for Arts in Medicine and the Digital Worlds Institute. And while both are fully engaged in international work, COTA faculty are executing artistic research internationally at a very high level, as evidenced by the SEF funding list and Gatorade funding list (attached). Marking those efforts, COTA experienced record amounts of sponsored research in 2016-17:

- Currently involved in \$1,028,874: \$836,874 external sponsored research (\$192,000 from UF and COTA).
- Attenuated to 2016-17: \$674,169: \$482,169 external sponsored research (\$192,000 from UF and COTA)
- Primary sponsoring agencies: NEA, Florida Department of State Division of Cultural Affairs, and the U.S. Department of Veterans Affairs

**2. Technology:** In 2016-17 COTA retained its highest budgetary amount technology support on record. With the Dean's assistance COTA also experienced a one-time additional allocation of \$20K on top of that budget as well as an additional \$2K recurring. COTA also significantly improved web functionality for its public facing web presence as well as the web-based administrative systems. Attached is a snapshot of those activities in 2016-17.

**3. Community-Based Pedagogy and Experiential Learning:** In 2016-17 COTA was able to attract and hire several new faculty members, all of whom bring interdisciplinary skill and/or a specialization in academic technology. The new Associate Dean Jen Setlow, for example, joins us from ASU and brings with her an extraordinary expertise in online and hybrid models for arts programs. Heidi Powell, in Art Education, has significant knowledge in cutting edge online teaching and pedagogy, updating the program's curriculum in subsequent academic years. In the School of Music, Rich Pellegrin (Asst. Prof. of Music Theory) brings with him an expertise in

digital tools for music theory instruction. Many of these new hires are working with their constituent curriculum committees to integrate community-based work into the curriculum - particularly the two new hires in Graphic Design, doubling the faculty size in that area. In all cases, faculty and school leadership are working to prepare for the experiential learning component of UF Quest and are crafting course proposals to meet the new requirements, positioning COTA as a leader.

 090116\_executive\_committee\_meeting\_minutes (1)

 Gatorade FY 16-17 Budget (1)

 Scholarship Enhancement Funds List

 Tech, Research, and Facilities

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### **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:** Ongoing

**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 yield

##### Minutes:

1a., 2a. Executive Committee

2b. Documentation of webinars and other strategic alumni utilization like Friends group meetings










### **Results and Evaluation**

**1. Recruitment:** 2016-17 was a very strong year for recruitment for the College of the Arts, both of faculty and staff. 2016-17 saw a stabilization of overall enrollment - likely caused by a few efforts: an increased budget for college recruitment efforts (increased by \$10K); personal phone calls to increase yield; and continued 10x to 12x (depending on time of year) increase in website visits compared to prior website, with a greater geographic spread as well.

COTA enrollment stabilized in 2016-17, yielding a slight increase in SCH production over 15-16. A portion of that shift includes a slight decrease in major enrollment, but an increase in the non-major courses that meet university requirements.

In 2016-17 the School of Music developed a proposal for the MA in Jazz, revisited relationships with Pearson and others for self-funded programs, and developed a proposal for an expanded and revised MFA in Visual Communication Design (formerly MFA in Graphic Design).

**2. Alumni Utilization:** Alumni utilization was an ongoing conversation among leadership in 2016-17. COTA's Alumni Affairs director, Lillian Dompe, crafted an Alumni Mentorship program in 2016-17y that may be piloted in 2018-19. Alumni participation and interaction with students is at an all time high (attached highlights).

-  Alumni College Council Newsletter
-  DW\_Postcard\_Recruitment
-  DW\_Recruitment\_guide\_2016-17
-  Enrollment Analysis
-  Recruitment Expenses 2016-17
-  SA+AH Brochure 10
-  SAAH\_Postcard\_Recruitment\_OPEN
-  SoM\_Recruitment\_guide\_2016-17
-  SoTD\_Recruitment\_brochure2016-17

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## **College Actions for Improvement**

### **Unit/College Actions for Improvement**

Data were reviewed by Assistant Dean Anthony Kolenic. Based on the results, the College has several areas of focus for improvement/advancement.

a. College leadership has decided to take advantage of the University of Florida's incoming lecturer and scholar hiring push over the next three years. This will help us fill some vital roles that are currently vacant as well as push forward strategically in interdisciplinary and community-facing directions, all while executing at the highest possible level of teaching and research.

b. Through Associate Dean Jen Setlow's office, COTA leadership has decided to adjust to ongoing discussions of UF Quest and what it means for our enrollment, our faculty teaching loads, and the course content as The Good Life transfers into its next phase through UF Quest.

c. COTA leadership has decided to monitor and adjust to the UFIT Accessibility and Risk Assessment push - mandated by the US Department of Justice and other federal and state agencies - as well as the COMPASS rollout, both of which will impact the College's administrative and web-based systems.

d. COTA leadership has decided to continue building on the record amount of external funding the College has garnered as well as the national and international notoriety it has gained recently through faculty's creative research. From this point we have a new bar to reach and, as junior faculty come in, the Assistant Dean for Research's has decided to further orient them to research standards in the Arts and the external funding cycle/best practices at University of Florida.