# School of Art & Design Strategic Plan - (formatted under Fiat Lux! Alfred University's Strategic Plan: 2017-2022 '

| Alfred University Fiat Lux! Theme 1: Inspire Students, Improve the World | SoA&D Objectives | Tactics | Timelines and Responsibilities | Measured Outcomes | Recommended Next Steps |
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| **A. Define, deliver, and promote the Alfred University brand** • Work with CCA to define our brand, based on stakeholder input and market research, and an implementation plan to promote and live it (Spring 2018) • Revise our Website and develop a plan to keep it fresh (Spring 2018) • Communicate more frequently with our stakeholders through social media and traditional, print publications (FY18) • Develop a centralized marketing organization and hire its director (Fall 2018) | Develop and promote clear identities for SOAD and NYSCC as research institutions | Expand national and international visibility for professional and successful recruitment outcomes | Enrollment Management Assessment of greater geographic and demographic diversity assessed by April 2017 Start now | Greater diversity and increased numbers of applicants from beyond our current regional pool | Expand international reach Review effectiveness of current recruitment models to attract internationally and nationally diverse applicants |
| | | Apply visual identity to printed and online communications with special attention to developing a visually compelling and competitive professional website for the SOAD in | Enrollment Management with input from Dean and Faculty Start now | Increase in the number and quality of inquiries, applications, and yield | Hire a design firm to develop visual identity with a visually compelling and professional website for the SOAD in consultation with Dean and Faculty |
| | | Generate a more comprehensive process for recruiters who focus on the SOAD to promote its national and international profile | Enrollment Management Start now | Immediate and assessable effect on geographic and demographic diversity | Training sessions with faculty input for recruiters |
| | | | | | Expand current SOAD recruiter position to full time with special attention to hiring an experienced arts recruiter |
| | | | | | Create plan to hire additional full time recruiters |
| | | | | | Hire Vice President for Statutory Affairs/Head of NYSCC to fill current vacated position |
| | | | | | Acknowledge NYSCC on website and publications |
| | | | | | Create PR for new projects and developments made possible by our SUNY Partnership |
| | | Leverage and make visible our SUNY statutory status to take advantage of the unique opportunities that the SUNY/AU partnership provides. | AU Administration, University Relations, VP of Statutory Affairs. | Immediate effect on expanded opportunities relative to the SUNY-AU partnership (such as Library research databases, ITS LMS and Adobe partnerships, Open SUNY, etc.) | |
| | | | | Increase in visibility statewide, nationally and internationally | |
| | | | | Increased opportunity for grants and funding for special projects | |
| | | | | Sustainability and growth of our nationally ranked programs | |

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| **B. Help our students identify and then develop the confidence to pursue their passions**<br>• Ensure that every student has an applied learning experience funded through a sustainable model such as an escrow account (FY19)<br>• Develop an Alfred University educational model that capitalizes on the breadth and excellence of our academic and co-curricular programs in an intimate setting and provides enduring value to our students (FY19)<br>• Assess learning outcomes so as to enhance our students' creativity, critical thinking, and communication skills (FY18)<br>• Invest in curricular innovation in emerging fields such as health care, computer science/data analytics, sustainability, design, and business while reducing expenditures on programs with declining enrollments (FY18)<br>• Ensure consistent, high-quality advising across our academic units (FY18) | Embody critical thinking through problem solving with materials and research. | Introduce and strengthen critical thinking and experiential learning components across the curriculum | All Faculty in coordination with the Studio and Art History Assessment Committees, the Dean and Division Heads<br><br>Ongoing | Assessment of critical thinking in the undergraduate program in the next cycle | SOAD assessment committees implement critical thinking into assessment rubrics |
| | | | | Participate in Gen Ed outcomes assessment | Use Gen Ed assessment rubric as appropriate |
| | | Seek endowment opportunities to support faculty research | University Relations, Sponsored Programs, Provost, Dean<br><br>Start Summer 2016 | Measurable increase in reported faculty research outcomes | Assign/Reassign resources based on viability and sustainability |
| | | Launch a 5-year capital campaign project to invest in facility upgrades and new staff and faculty lines | | New endowed research programs and faculty positions | Divisions to identify programs and positions |
| | Open curricular pathways to enhance flexibility, customization, and the integration of new technologies | Redefine and restore the position in design | Expanded Media in coordination with the Dean/Provost/Faculty Ongoing | Increased applications and enrollment in design with targeted recruitment strategies | Faculty and Dean identify area of expansion for design (use report on integrative design) |
| | | Support team teaching opportunities | Curriculum and Teaching Committee, Deans and Provost review cross-disciplinary teaching procedures and opportunities<br><br>Start Summer 2016 | Increase in team-taught course offerings<br><br>Positive assessment outcomes for students and faculty | Faculty identify and engage interested colleagues for team taught course projects across disciplines |
| | | Support student participation in cross-disciplinary education | Curriculum and Teaching Committee and Deans support and facilitate cross-listing of courses<br><br>Start now | Curriculum and Teaching Committee report on listed pathways communicated to advisors and admissions office and added to course catalog | SOAD Curriculum and Teaching Committee to develop a list of pathways in coordination with the Deans and faculty in SOAD, CLAS and CPS |
| | | Support faculty and faculty/student research | Unit Head in coordination with the Deans and College Research Committee | Report generated by College Research Committee | Redefine role of College Research Committee or establish new committee |
| | | Foster expanded and strengthened relationships with the SoE and Colleges across campus | Division Heads, Dean and VP of Statutory Affairs and or Dean of Engineering/CLAS (Theater/Dance/Music) | Report generated from Deans of each college | Dean with Provost oversight creates an inter-college collaboration committee |
| | | Integrate the use of digital fabrication technology into the curriculum as appropriate | Curriculum and Teaching Committee, Division Heads | Increased number of courses integrating digital fabrication technology | Add to Divisional and Curriculum and Teaching Committee agendas |
| | | | Divisions expand curriculum to integrate digital fabrication technology as appropriate | | |
| | | | Teaching evaluation to include review of the integration of progressive technologies | | |

| C. Prepare our graduates for professional success and societal impact<br>• Connect Alfred students with our Career Development Center (CDC) as early as possible during the course of their studies (FY18)<br>• Develop a quasi-advisory board for each student composed of alums, fellow students, staff, and faculty (FY19)<br>• Engage alumni in student mentoring/hiring while strengthening the value of our network by making our alumni database accessible to alumni (FY19) | Increase professional practices curriculum in all areas of study | Help students complete apprenticeships, internships, and experiential learning | Dean and Director of Cohen Gallery | Courses and workshops in professional practices | Engage with alumni through future art programming |
| | | | Use Cohen Gallery for workshops in professional practices | | |
| | | | Connect student and alumni on a professional basis | | |
| | Better connect our current students with alumni in the field | Use Cohen Gallery programming to connect students and faculty with alumni. | Cohen Gallery Director, Dean, Faculty and UR<br><br><br>Ongoing | Expanded networking opportunities with Alumni in related fields for recent graduates<br><br><br>Increased Alumni interest in maintaining ties with and support SOAD | Work with Alumni relations, Cohen Gallery director to set up programs and networks for connecting SOAD Alumni |

| **Alfred University Fiat Lux!**<br>**Theme 2: Forge Strength through Inclusivity** | SoA&D Objectives | Tactics | Timelines and Responsibilities | Measured Outcomes | Recommended Next Steps |
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| **A. Build on our 180-plus-year history of inclusivity**<br>• Increase faculty/staff diversity by at least 5 individuals (FY22)<br>• Celebrate and advance through speakers, awards, and marketing<br>• Develop further curricular and co-curricular opportunities for students to work with others who have different backgrounds and beliefs (FY19)<br>• Grow enrollments in our recently established social justice minor | Increase faculty/staff diversity | Prioritize hires from under-represented groups | Dean<br><br><br>Develop and introduce new search process for all positions with proper advocacy, advertisement    Start now | Expansion of ethnic diversity among faculty<br><br><br>Expansion of leadership and mentorship for our students of color and gender diversity | Investigate participation in SUNY Diversity program<br><br>Randall Chair appointments and visiting artist and scholars from a particular geographic area for several years |

| B. Enhance the global and multi-cultural awareness of our students | Promote greater campus diversity through an expansion of curricular content and cross-cultural experience | Restore position in the history of African and African Diasporic Art (incl. Caribbean and Latin America) | Dean, Provost, Search Committee<br><br>Search with intent to hire from under-represented group<br>Search to hire for Fall 2017 | Expansion of curriculum in the art of Africa and the African Diaspora | Dean seeks approval from the Provost |
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| • Increase the number of students studying abroad as well as in different cultural settings in the United States by 50 percent (FY22)<br>• Increase first-year students from outside of New York by 10 percentage points; and from outside the United States by 5 percentage points (FY22) | | Create partnerships between SOAD and other highly ranked art programs, including urban/rural exchanges | Dean<br><br><br>Start Fall 2016 | Expanded curricular possibilities (esp. rural/urban)<br><br>New junior study within the States at urban campus<br><br>New graduate residencies | Invite various consultants to campus (e.g. Michelle Grabner of The Poor House/The Suburban) on leveraging our rural campus |
| | | Recognize the collaborative programs in Expanded Media and Ceramic Art in China and engineer sustainability | Dean, respective Division Heads and key faculty<br><br>Start now | TBD by Division Heads in EM and CA | Proposals by Division Heads in EM and CA |
| | | Expand Alfred study abroad art programs and faculty-led international trips and awareness through advising<br><br>Establish scholarship support for study abroad opportunities | Dean, specific and interested faculty, Provost, Coordinator of International Programs<br><br>Start now | Double the number of undergraduates studying abroad by 2025 | Incentives for faculty to establish study-abroad programs |
| | | | | | Faculty to work with office of International Programs to create study abroad opportunities |
| | | | | | Encourage Department of Modern Languages to promote connections between their curriculum and AU sponsored study abroad programs to students in the SOAD |
| | | | | | Establish forum where current students present their study abroad experiences |
| | | | | | Continue the Cite awards and possibly increase them |
| | | | | | Increase support for graduate students going abroad for professional connections and exhibition opportunities |
| | | | Dean, DPP Division, Provost<br><br>Expand upcoming Alfred/Dusseldorf MFA program in painting to establish a summer program for undergraduate students by Spring 2018<br><br>Start now | Increase study abroad in Germany | Coordinate occupancy with Painting MFA program |

| C.  Engage with and help build our surrounding community | | | | | |
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| D.  Promote civic-mindedness and tolerance | | | | | |
| **Alfred University Fiat Lux!** **Theme 3: Amplify our Impact** | SoA&D Objectives | Tactics | Timelines and Responsibilities | Measured Outcomes | Recommended Next Steps |
| **A. Foster an engaged, innovative, and collaborative culture** | | | | | |
| **B. Take better care of our people and facilities** | | | | | |
| **C.  Enhance the robustness of our business model** • Attract 550 first-year students with improved net tuition metrics and without compromising quality (FY22)    • Increase retention/graduation rates by at least 5 percentage points (FY22) • Grow non-traditional enrollments/net revenues by 50 percent • Double annual unrestricted giving • Double annual new gifts/commitments to at least $10 million (FY22 • Grow annual external (non-philanthropic) grants by 25 percent (FY22) | Establish and develop self–sustaining and revenue-generating initiatives | Create an Alfred/Dusseldorf MFA Program. | DPP, Dean and Provost | Greater diversity and increased international visibility for SOAD | College funding dedicated to start-up cost stays in place during VP transition |
| | | | SUNY and State Ed approval by Summer 2016 | Improved rankings for graduate and undergraduate programs | Advertise new program |
| | | | Middle States and NASAD Program Approval by Fall 2016 | Possible increase in the undergraduate applications | Locate and sign the lease for a building rental in Germany before January of 2017 |
| | | | Instruction by Fall 2017 Self-sustaining revenue by Academic 2017-18 | | Renovate existing painting classroom space to accommodate graduate studios |
| | | | | | Hire new faculty and staff person for Düsseldorf location in Summer 2017 |
| | | Expand summer session and summer workshop offerings | Dean and Division Heads | Increased revenue generated from a diverse pool of students interested in taking summer courses for credit or no-credit | Divisions can coordinate summer programs according to new schedule/model |
| | | | Apply Summer Ceramic Workshop model in other Divisions of the SOAD | | |
| | | | Start Summer 2017 | | |
| | | Increase online course offerings. Provide information sharing workshops on online course preparation and implementation Start now | Faculty, ITS | Increased visibility and outreach both locally and nationally | Identify areas where online courses are possible |
| | Establish closer ties with alumni for the enrichment and support of SOAD programs | Work with UR to seek dedicated endowed funds for the School of Art and Design to support faculty research and development | AU President, University Relations with support from SOAD faculty and Dean Ongoing | Increased funding for SOAD programs and faculty development Greater recognition and visibility for our programs through professional faculty activities | Work with UR on identifying and educating potential donors and Alumni on the innovative programs and faculty research at SOAD |
| **D. Align our resources with our goals through a financial plan (FY18)** | | | | | |