



COLLEGE OF THE ARTS AND COMMUNICATION

WILLIAM PATERSON UNIVERSITY

The Fusion of Intellect + Imagination = Definition and Distinction

The College of the Arts and Communication

Five Year Strategic Plan | 2017-2022

(Approved by the President's Cabinet, May 3, 2017)

Academic Divisions:

Department of Art | Professor Lauren Razzore, Chair

Department of Communication | Dr. Diana Peck, Chair

Department of Music | Dr. Diane Falk-Romaine, Chair

Community Linked Divisions:

University Performing Arts | Jane Stein, Executive Director

University Galleries | Kristen Evangelista, Director

Center for Chinese Art | Professor Zhiyuan Cong, Director

Center for New Art | Professor Michael Rees, Director

Submitted by:

DARYL JOSEPH MOORE | MFA FRSA

Dean

LORETTA McLAUGHLIN VIGNIER | JD

Associate Dean



Preamble and Desired Outcomes

The University core values developed in 2012 after full accreditation by Middle States are the essential road map of the College of the Arts and Communication’s commitment to advancing its programs over the next five years as described in this strategic document. These programs are delivered by a diverse and engaged faculty and supported by a cohesive administration and staff, assuring that the College continues to thrive as a fertile environment for the development and facilitation of “Makers, Thinkers, Performers and Doers.”

The fertile environment spoken of here allows for the cultivation of creative agents of change in the fusion of intellect and imagination inherent in all creative thinkers — which is at the heart of this strategic plan draft document. The evolution of the College and the new culture that is resonant and visible amongst its academic and community linked programs is the holistic delivery of those programs by the engaged and progressive faculty that will sustain and advance the institution — both regionally and nationally.

Mission Statement:

The College of the Arts and Communication is dedicated to sustaining a fertile environment for creative exploration and critical thinking, benefiting of our students, while fostering the academic and professional excellence of the College's award winning faculty.

Essential to this mission and linked to both the University and College strategic plan is the holistic delivery of COAC degree offerings of the highest quality by an engaged, diverse and progressive faculty while ensuring the preparation and education of students seeking careers in the diverse fields of the Arts and Communication in a comprehensive liberal arts setting embracing the very best ideals in multidisciplinary, post-disciplinary and trans-disciplinary approaches to the arts and communication in higher education.

Vision:

William Paterson University College of the Arts and Communication is dedicated to critical thinking, knowledge creation and individual creative expression — across the visual, liberal, performing, communication and media arts — in the preparation of students to be successful, vital and engaged citizens, contributing to a diverse global society.

COAC Five Year Strategic Goals

Goal One | Definition and Distinction

(Academic Excellence) Launch Implementation: Fall 2017

Position the College as the regional epicenter for the advanced study of the Arts and Communication — reaching across multiple disciplines encompassing liberal and conservatory model pre-professional higher education and taking advantage of the valuable educational resources of the University Performing Arts Center and University Galleries.

- Emphasize the College of the Arts and Communication and its programs within the region through aggressive and targeted online marketing and outreach, utilizing Social Media and the University website in coordination with Marketing and Public Relations
- Integrated and consistent with the overall University marketing strategy, enhance College website content and site optimization
- Monthly Site Review and Analysis by the COAC Council

The COAC council, consisting of department chairs and program directors, and administration will coordinate and implement these tasks, already in process. Key specialists: Dean of the College; Associate Professor and Art department Chair, Lauren Razzore; Marketing and Public Relations

- Highlighting the strengths of the College through student, faculty and program technology advances supporting curricular delivery with regular posts spotlighting program advancement and milestones via social media and the web
- Reinforcing the WPUNJ campaign “Will.Power” within the evolving “Makers, Thinkers, Performers and Doers” culture of the College through strategic open houses and presentations to Middle and High Schools in the region organized by the Dean and Associate Dean with support as appropriate and available from Admissions and key program faculty

Key specialists and partners: Dean and Associate Dean of the College and COAC Council team (ostensibly utilizing social media, video and power point presentations created by the COAC promoting all programs); University Admissions; Supportive materials provided by Marketing and Public Relations (where available); These will be digital presentations with any additional supportive materials supplied by the COAC in collaboration with Marketing and Public Relations; Funded through the COAC discretionary budget

Implementation

The COAC Council will plan and implement the outreach described in Goal 1 beginning in the 2017 fall semester.

- Following established curricular processes, departments will engage in review of curricular program titles
- Working with University Admissions, researching and identifying targeted schools for COAC outreach/presentation & recruitment opportunities;
 - establishing linkages with Guidance Counselors and Teachers;
 - Schedule recruitment outreach presentations for fall 2017.
 - The COAC council and administration will coordinate and implement these tasks, already in process, working directly with key specialists in the areas cited as noted.

Measurable Outcomes

Increase in overall College Enrollment & Retention Rates (Utilizing Institutional Research and Assessment Reports).

Goal Two | Program Retention, Enrollment Growth and Capacity Optimization (Student Success) AY 2017-2018

Expansion of COAC specific student advisement initiatives, augmenting the “Advisement Tool Kit” campaign launched in 2015 with aggressive student advisement outreach through academic department and COAC engagement at strategic intervals during each semester; Assessment of all COAC academic program capacities through historic and current enrollment data review in the context of optimal program design and delivery and importantly — faculty, staff and current facility capabilities:

Aggressive outreach to COAC majors: Degree Completion Focus

- College-wide Student Outreach commencing at the start of each semester hosted by the Dean’s office and program leadership; forty-five-minute presentation and welcome highlighting FAQ and other COAC and curricular/program facts essential to student success
- Academic Department Outreach (ADO) time to degree planning and management working in collaboration with the offices of University Academic Development, with College wide outreach reinforcing degree planning and management through email updates utilizing student centered “Power115” digital announcements
- Bi-weekly student Q&A engagement “small group” COAC forums hosted by the Dean and Associate Dean each semester augmenting University student support, improving retention, time to degree and successful academic program outcomes through ongoing engagement
- Promoting COAC Minors across disciplines through “Mini Minor” Student Fairs

- Evaluation of all COAC program capacities — encompassing original curriculum design and delivery, current faculty levels, facilities and enrollment trends in the COAC over the past five years to more effectively meet student demand and manage financial and other resources;
- Optimization of true program capacities encompassing studio/class size, optimal student/faculty ratios for the successful delivery of course content across disciplines
- COAC current facility capacities; facility expansion opportunities; upgrades in progress and pending

Implementation

The COAC Council will begin implementation of the outreach described in Goal 2 during the 2017 fall semester, utilizing a team structure comprised of COAC administration, faculty and staff in the planning and execution of these essential evaluations. Keys to successful implementation: Working directly with department faculty and staff to evaluate and determine program growth and long-term sustainability based on actual capacities encompassing physical plant and faculty and staff efficiencies; Fall 2016 through spring 2018

Measurable Outcomes

Increase in overall College Enrollment & Retention Rates (Utilizing Institutional Research and Assessment Reports).

**Goal Three | Advancement of the College and Sustainability of Academically Linked Centers and Programs
(Creating Knowledge and Culture)**

The growth of the College is linked to the development and enhancement of academic programs, including the established Centers in the College as well as the relationships in the College with University Galleries and University Performing Arts. The College's Center for New Art and Center for Chinese Art respectively have made significant impact on the visibility of the University and the Visual Arts academic program from which they grew. Linked strategically to the department of Art's progressive curricular offerings across the many disciplines in the program, the Centers are an essential conduit for outreach facilitating extramural funding exceeding \$870,000.00 in donor gift commitments between 2015 and 2016 while enhancing the academic programs they are affiliated with, with recruitment and promotional opportunities that have advanced the University footprint internationally. Both the Center for Chinese Art and the Center for New Art have developed specific missions which are linked to the College Mission, Vision and Strategic Plan, as well as the University Strategic Plan. Additionally, as noted elsewhere in this College Plan, both University Galleries and University Performing Arts have clear mission and vision statements aligned with the College and University.

These opportunities attracted local and international press, providing crucial visibility with the strategic launch of the first seven axis robot at a state University in New Jersey, in our Robot Lab and the Center

for Chinese Art's initiatives developed in collaboration with the Peoples Republic of China's Ministry of Arts and Culture in Beijing and the Chinese Consul in New York.

University Performing Arts

The University Performing Arts division of the COAC will continue to re-center its mission on programing dedicated and linked to the advancement of our academics enhancing the student experience while augmenting success towards degree completion with strategic offerings across disciplines in the College and University. In concert with the Dean's office this division also serves as a vital conduit to the community, both on campus and off. As such a fusion of administrative staff is being proposed that will enhance that outreach, augmenting vital needs of the day-to-day operation of the College and UPA.

Implementation

The COAC Council will continue to work directly with faculty leadership supporting the stewardship, financial and otherwise of the academic programs in the College as well as each respective Center, assuring critical program and curricular linkages in concert with University and Colleges strategic goals. Vital to the long-term sustainability of these centers is the continuation of outside support through fundraising as well as the creation of self-supported programs across arts disciplines that have the potential for industry partnerships and donor cultivation, while enhancing the visibility of the University.

- Robot Lab Workshops (CNA)
 - Designed specifically for recruitment in certificate and graduate programs in the visual arts
- Chinese Ink Painting and Printmaking Workshops (CCART)
 - Certificate program
- International Short-Stay Programs (CCART)
 - Designed specifically for the cultivation of international recruitment from China for certificate and graduate programs in the visual arts

Working with University Advancement, the College will set specific advancement goals to improve the connection between the College and the Community, including the review of the existing College Advisory Board for possible enhancements. The College will also work in concert with University Advancement to implement and enrich development efforts as well as improve and maintain relationships with alumni of the College.

Goal Four | Regional and International Recruitment Outreach

(Diversity)

In partnership with Admissions and aligned with the University Strategic Plan, COAC faculty and staff will support the development and implementation of a targeted recruitment program for both the undergraduate and graduate levels focusing on regional and international outreach to increase our applicant pool and enhance and sustain viable enrollments.

Initial planning will focus on program specific outreach in each academic division of the College aligned with defined capacities. The goal of the College is to regain pre-decline enrollment numbers across

disciplines as reflected fall 2012 working strategically with program leadership, COAC Council and the UG Admissions office.

Planning and Development of Regional and International Recruitment Outreach with defined enrollment growth outcomes as stated above:

- Planning and development of instate recruitment (regionally focused)
- Planning and development of strategic recruitment in South America
- Planning and development of strategic recruitment in Asia and other countries (PRC, Taiwan, South Korea, Africa and the Middle East)

Implementation

The COAC Council will work directly with the University Admissions office and Associate Provost Jonathan Lincoln (crucial to fulfilling these goals) to establish specific recruitment planning for the COAC with emphasis on regional and international outreach for students seeking degrees in the Arts and Communication in a comprehensive public University setting with liberal arts and pre-professional degree tracks in the New York metropolitan region. Planning will include, but is not limited to, direct recruitment outreach by the Dean's office (Dean and Associate Dean), working in concert with University Admissions.

Keys to successful implementation: Defining and promoting program strengths unique to WPUNJ and linked to the University strategic plan; coordination with University Admissions and Academic Affairs in developing a viable outreach program of recruitment commensurate with University goals for the College and our commitment to recapture past enrollment levels (20% increase over the next five years). Ongoing development from Fall 2017 through spring 2022.

**Goal Five | Global Education and Internationalization
(Citizenship)**

The COAC will seek, in collaboration with the Office of the Provost and the Associate Provost for Curriculum and International Education, to expand on these programs with the development of strategic collaborative institutional partnerships that benefit our students and faculty with viable exchange opportunities enhancing the internationalization and reputation of University and the College.

Preliminary engagement with the School of Art, Design & Fashion at Southampton Solent University UK; School of Design, Shanghai Institute of Technology PRC; The Art Institute of Sanjiang University, Nanjing PRC (through CCART)

- Planning and discussion of possible program linkages (Dual Degree Programs)
- Planning and discussion of student exchange opportunities (Certificate & Credit programs)
- Planning and discussion of faculty exchange (Residency Opportunities)

Implementation

Working directly with Academic Affairs' Associate Dean, Jonathan Lincoln to establish specific goals for the COAC with an emphasis on undergraduate and graduate program enhancement and development, increasing the footprint of the University and College internationally through strategic partnerships with institutions of merit.

Planning will include, but is not limited to, utilizing the currency of the COAC's international relationships and connections in Europe, Asia (through CCART) and Latin America.

Keys to successful implementation: Identifying appropriate higher education partnerships that link directly to the University's Strategic Plan across the areas of global citizenship, diversity and academic excellence. Ongoing development from Fall 2016 through spring 2022.

Summary

The goals proposed in this document emerged from dialogues in COAC Council meetings, which includes notations and considerations from review and input from the office of Academic Affairs. We submit this document with the sincere belief that it is representative of the College, holistically — tied to strengths and built on the currency of established and emerging programs that will continue to advance the University in the region and beyond. As a vital and living document, it will continue to evolve strategically — through the engagement of all stakeholders — to meet the shared goals that will sustain the COAC's fertile environment for the creative exploration and critical thinking, that will position our students for success after graduation.

The make-up of the council includes the Dean and Associate Dean and senior leadership in all COAC divisions —academic department Chairs and Directors of our community and academically linked centers, University Galleries and Performing Arts programs.

The College of the Arts and Communication is the cultural and artistic anchor of five distinct colleges at William Paterson University of New Jersey and integral to the comprehensive liberal arts institution that it has evolved to with a diverse demographic, encompassing faculty, student, administration and staff. Mirroring the progressive and timely approach to higher education by the University under the leadership of President Kathleen Waldron, the College will continue navigating the growth, advancement and sustainability of its programs, facilitated by the goals addressed in this draft document, and linked directly to the University's 2012-2022 strategic plan.