

Strategic Action Plan 2015-2020

OVERVIEW

UNIVERSITY OF NORTH CAROLINA

**SCHOOL
OF THE
ARTS**

Strategic Action Plan 2015-2020 | OVERVIEW

OVERVIEW

This plan is designed to propel the University of North Carolina School of the Arts to the forefront of performing arts and media education in the United States by building on the institution's extraordinary accomplishments, to prepare generations of dedicated and talented students to excel in all of their chosen fields.

The plan captures long-range thinking, in the form of a ten-year vision for the School of the Arts; medium-range aspirations, with five-year goals to be accomplished in each of five strategic initiatives; and objectives for the first year of implementation. Designated leaders for the strategic initiatives will decide how to achieve first-year objectives, working closely with staff and faculty to choose actionable, realistic, and measurable strategies and tactics that will result in a vital institution of higher learning in the arts.

THE MISSION

The University of North Carolina School of the Arts provides gifted emerging artists with the experience, knowledge, and skills needed to excel in their disciplines and in their lives, and it serves and enriches the cultural and economic prosperity of the people of North Carolina and the nation. UNCSA is the state's unique professional school for the performing, visual, and moving image arts, training students at the high school, undergraduate, and master's levels for professional careers in the arts. *(Approved by the UNC Board of Governors 2/2014)*

THE VISION

Realizing its vision of being a leading cultural institution in the South, in 10 years UNCSA will:

- Leverage its conservatory approach to teaching and learning, to be a leader in how artists build and hone their craft
- Re-imagine the relationships among artists, faculty, partners, audiences, spaces, and technology to generate transformative experiences
- Be stewards of a world-class, contemporary, and dynamic campus whose buildings engage, provoke, and inspire, and whose culture evokes pride and loyalty
- Increase, diversify, and expand its financial resources to ensure the excellence and integrity of teaching, learning, and performance
- Be at the leading edge of performance production through its innovative and interdisciplinary curriculum
- Be an international role model operating at the intersection of sustainable communities, economic vibrancy, and creative development
- Host an extensive and enviable alumni network with curated programs that engage artists at all levels over their lifetime

STRATEGIC INITIATIVES

Enhancing the Living and Learning Environment

UNCSA will be a supportive, nurturing, and inclusive creative community where students can become their best selves and do their best work.

Launching Transformative Programs and Curricula

Building on the greatest traditions of conservatory education, UNCSA will leverage contemporary innovations in performance and media to prepare emerging artists who engage new audiences with deeply relevant and outstanding work.

Fostering a Quality Workplace

UNCSA will attract, develop, and retain an exemplary faculty and staff inspired by a sense of mission, meaning, and purpose.

Becoming a Creative Incubator

UNCSA will guide and support the development and prototyping of breakthrough artistic works.

Catalyzing Arts-based Community and Economic Development

UNCSA will attract and support the artists, creative entrepreneurs, and visionary planners and developers who will fulfill Winston-Salem's potential to become a leading cultural capital in the South.

THE PROCESS

This plan was created with extensive input by trustees, faculty, staff, and students through an Appreciative Inquiry process from fall 2013 to winter 2015. That data was synthesized into these plans by a small team led by Chancellor Lindsay Bierman, during the spring and summer of 2015.

THE UNCSA MANIFESTO

Artists enrich our culture, enlighten our society, lift our spirits, and feed our souls.

Integrative **arts education** from an early age sparks a lifetime of creative thinking, powerful self-expression, and innovative problem solving.

Rigorous **artistic training** empowers our students and graduates to engage our communities, advance local and global creative industries, and inspire the world.

Arts organizations improve the quality of life and place in big cities and small communities, transforming them from merely livable to truly lovable.

UNC School of the Arts nurtures the talent, hones the craft, and develops the unique voices of emerging artists. We realize the full potential of exceptionally creative and passionate students to do their best work and become their best selves.



The illustrations in this report are visual artifacts that were created on location during the planning process. These maps, in chronological order, provide the viewer a way to see the future of UNCSA unfold that is engaging and representative of the energy and foresight provided by the design team. These maps will be used to complement the story of the future and track the success and actions that make up the School's strategic plan.

Enhancing the Living and Learning Environment

FIVE-YEAR GOAL

UNCSA will be a supportive, nurturing, and inclusive creative community where students can become their best selves and do their best work.

FIRST-YEAR OBJECTIVES AND SUGGESTED STRATEGIES

1

Assess current and future facilities and environmental needs of the campus and the Stevens Center in support of UNCSA's programming and mission.

- Complete a study of plans for curricular and program development, future enrollment, and needs of students, faculty, and staff in order to inform the Campus Master Plan process.
- Include ample and open dialogue with internal and external stakeholders to gather input into the plan.
- Write RFP, solicit bids, select designer.

2

Enhance enrollment management to improve yield, retention, and graduation rates.

- Evaluate recommendations of the enrollment consultant, considering time and money constraints.
- Implement appropriate recommendations.

3

Maximize the effectiveness of scholarship awards.

- Develop proactive guidelines for the use of scholarship funds in each art school.

4

Develop a strong fundraising team of sufficient size and skill to successfully achieve and exceed fundraising goals and to prepare for a future comprehensive campaign using a two-tiered approach:

Tier I: Build Advancement Capacity

- Hire two Major Gift officers, a Director of Development, and Donor Relations Manager.
- Re-establish a major gifts program that includes planned giving.
- Establish strong fundraising processes and procedures to support increased fundraising activity.
- Incorporate metrics and data analysis to propel fundraising efforts.
- Continue to build Boards and position them to engage in fundraising.

Tier II: Prepare for the Campaign

- Establish high level plan and timeline.
- Hire outside campaign consultants, as needed.
- Continue to build the advancement staff to ensure fundraising success.
- Prepare database for campaign.

YEARS 2-5:

Address health and wellness for students, faculty, and staff.
Build the case for support.
Perform campaign feasibility study.

INITIATIVE B

Launching Transformative Programs and Curricula

FIVE-YEAR GOAL

Building on the greatest traditions of conservatory education, UNCSA will leverage contemporary innovations in performance and media to prepare emerging artists who engage new audiences with deeply relevant and outstanding work.

FIRST-YEAR OBJECTIVES AND SUGGESTED STRATEGIES

1

Focus initial efforts toward curriculum change on first-year students.

- Develop the first-year experience program for incoming FY17 college students.

2

Revise the production calendar to better support educational outcomes and student well-being.

- Host a production calendar summit.

3

Ensure a balanced student workload to optimize student performance.

- Implement three priority recommendations from the Student Workload taskforce.

4

Continue to enhance efforts to maximize institutional effectiveness.

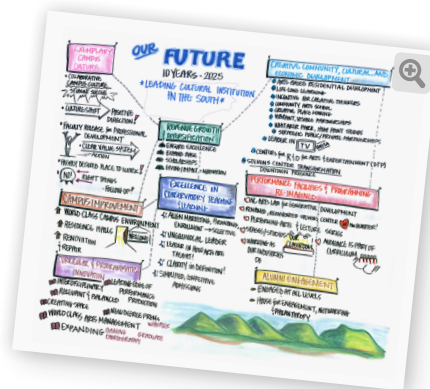
- Submit Institutional Effectiveness (SACS) accreditation report including the approved QEP.
- Engage two faculty in each arts school and DLA to test the QEP assessment tools.

Collect assessment data to use as baseline data and revise the assessment plan based on feedback.

- Host faculty development activities related to the three learning outcomes in the QEP.

YEARS 2-5:

Advance curriculum development for inter- and multi-disciplinary degrees.
Expand producing and presenting programming.



Fostering a Quality Workplace

FIVE-YEAR GOAL

UNCSA will attract, develop, and retain an exemplary faculty and staff inspired by a sense of mission, meaning, and purpose.

FIRST-YEAR OBJECTIVES AND SUGGESTED STRATEGIES

1

Foster a discernible shift in faculty, staff, and administration relations, including an increase in trust, communication, and willingness to act to achieve the vision.

- a. Leadership models and rewards consistent traits that acknowledge systems and culture.
- b. Leaders at all levels show and cultivate respect and reward strong communication.

2

Ensure all major decisions at institution and department levels are transparent (within appropriate human resources best practices).

- a. Craft, approve, and implement a decision-making protocol.

3

Reward faculty and staff equitably based on responsibilities and performance.

- a. Train all supervisors and managers in the new performance evaluation process.
- b. Ensure widespread understanding of the key values that all employees are expected to demonstrate.
- c. Conduct annual evaluations by supervisors and managers that are thoughtful, fair, timely, and constructive.

4

Improve recruitment, on-boarding, and professional development.

- a. Revise, approve, and implement new recruitment, on-boarding, and professional development processes.
- b. Allocate resources for each process.

YEARS 2-5:

Increase success in landing top faculty and staff candidates and improve retention rate.
 Assess and refine communication flow and tools.
 Develop teaching and learning center.
 Move faculty salaries to scale.

INITIATIVE D

Becoming a Creative Incubator

FIVE-YEAR GOAL

UNCSA will guide and support the development and prototyping of breakthrough artistic works.

FIRST-YEAR OBJECTIVES AND SUGGESTED STRATEGIES

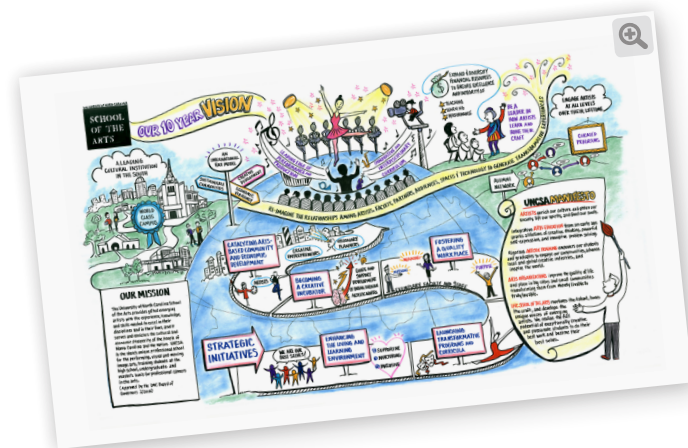
1

Increase student and, where appropriate, alumni opportunities for artistic and entrepreneurial exploration.

- Clearly define the mission and scope of creative incubation.
- Approve and employ a case statement to develop the resources (time, money, space, etc.) required to implement creative incubation.
- Approve and implement the curation process for projects.
- Define and empower the leadership team for creative incubation.
- Prototype 1 or 2 generative student or alumni projects to evaluate processes.
- Integrate with TSKIA, EOSP, CDI, Arts Management, and other programs, where appropriate, to achieve maximum impact.

YEARS 2-5:

Work closely with partners (CDI, TSKIA, SECCA, Arts Council, State and Regional authorities) to ensure broad accessibility and impact.
Rent facilities to generate revenue.
Re-brand the library as a Creative Learning Commons.



Catalyzing Arts-based Community and Economic Development

FIVE-YEAR GOAL

UNCSA will attract and support the artists, creative entrepreneurs, and visionary planners and developers who will fulfill Winston-Salem's potential to become a leading cultural capital in the South.

FIRST-YEAR OBJECTIVES AND SUGGESTED STRATEGIES

1

Develop plans and programming to enliven the downtown arts district, the neighborhoods adjacent to campus, and places in-between.

- Complete phase one of the EmcArts Community Innovation Lab. Position project for phase two participation.
- Increase enrollment in UNCSA Community Arts School; enhance the scope and quality of instruction.
- Complete preliminary studies of performance venue operations, implement selected short-term recommendations.
- Engage a designer to study the Stevens Center, crafting plans to potentially incorporate the National Black Theatre Hall of Fame, UNCSA-TV, a black box theatre, classrooms, and retail.
- Use research from TSKIA LEAP Colab to inform projects.

YEARS 2-5:

Implement appropriate mid-term and long-term venue recommendations. Investigate the potential of a planned retirement community. Improve Gateway.

2

Develop partnerships in film and TV to increase resources, enhance learning, and expand opportunities for students, faculty, and alumni.

- Develop the operational structure for public-private partnerships.
- Advance the partnership with NuRay.
- Develop the Production Company, High Point Studios, and Joint Prop House projects.
- Expand UNCSA-TV production and presence.

