

UNIVERSITY OF NORTH CAROLINA

SCHOOL OF THE ARTS



UNCSA Forward
Our 2022-27 Strategic Plan - *Draft*



UNCSA Forward

Our 2022-27 Strategic Plan

MISSION

The University of North Carolina School of the Arts (UNCSA) 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.

INSTITUTIONAL VALUES

Community. Collaboration. Imagination. Integrity. Grit.

CORE STRATEGIES FOR 2022-27

- [Equity, Diversity, Inclusion and Belonging \(EDIB\)](#)
- [Health and Wellness](#)
- [Interdisciplinary Work in the Arts](#)
- [Maintaining and Expanding Industry Relevance](#)
- [Institutional Sustainability](#)

Equity, Diversity, Inclusion and Belonging (EDIB)



VISION FOR EQUITY, DIVERSITY, INCLUSION AND BELONGING

At UNCSA, we strive to create a safe environment, one that allows people from all walks of life to thrive. Doing so demands that we commit to an explicit and continual process of identifying and dismantling systems and practices of bias, exclusion and oppression. Education and art making can be transformational forces for change, and we are working so that change leads toward justice.

ACCESS & SUCCESS

- Increase the recruitment and retention of diverse employees, including senior leaders, and supporters by sharing and implementing best practices for EDIB in all aspects of recruitment and onboarding.
- Increase access to admissions for prospective students from historically underrepresented groups.
- Increase curricular and cocurricular career readiness opportunities and support for student-artists, including those who have been historically underserved in higher education.

CAPACITY BUILDING

- Recruit and hire a chief diversity officer and develop the infrastructure, under their leadership, to effectively and collaboratively steward the campus' EDIB efforts.
- Create infrastructure for managing and maintaining a campuswide art collection, including public sculptures and monuments, that prioritizes historically underrepresented artists' visual art, performances and productions.
- Implement a recurring campus climate survey to better understand the lived experiences and needs of students and employees and to measure institutional progress toward EDIB goals.
- Develop a standing governance committee structured to support and guide ongoing EDIB work across campus and work in partnership with the chief diversity officer.

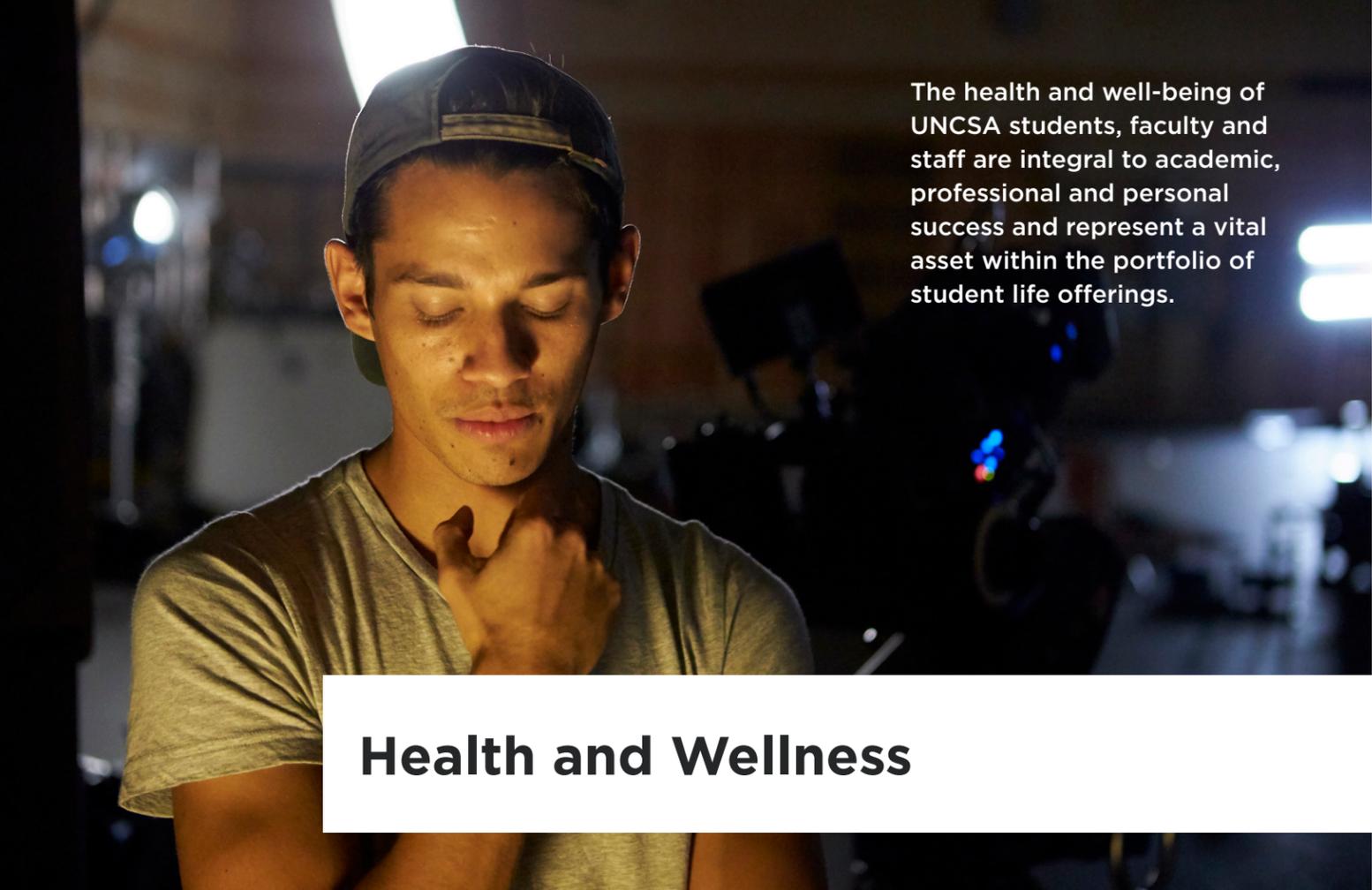
EDIB/CULTURAL INTELLIGENCE

- Create a culturally responsive curriculum that engages diversity as a collective resource and facilitates students' self-representation of their identities to advance learning.
- Expand professional development opportunities and resources for students and employees to build their capacity for demonstrating a commitment to EDIB.

SUPPORT & ADVOCACY

- Increase students' and employees' sense of belonging, personal safety and well-being.
- Create meaningful practices, policies and programming that help foster a safe and welcoming climate for members of the campus and broader community.
- Increase alumni engagement from historically underrepresented groups through consistent and meaningful support, collaboration and relationship building.

Actions and vision statement approved by the UNCSA Board of Trustees, May 2021.



The health and well-being of UNCSA students, faculty and staff are integral to academic, professional and personal success and represent a vital asset within the portfolio of student life offerings.

Health and Wellness

CAMPUS AND WORKLOAD BALANCE

- Streamline, balance and align UNCSA's daily schedule across the campus.
- Rebuild the annual performance calendar to meet current and future programmatic needs and provide better balance for production work.
- Build in "Wellness Wednesdays" as a permanent part of the calendar.

MENTAL HEALTH SUPPORT INFRASTRUCTURE

- Establish a common health and wellness framework for living and working at UNCSA and in arts and entertainment industries.
- Increase student mental health support staff.

- Promote and prioritize mental health awareness throughout the campus community through expanded onboarding, training and mentorship programs.

PROMOTE HEALTH AND WELLNESS THROUGHOUT OUR CAMPUS CULTURE

- Create a new holistic fitness program through the UNCSA Fitness Center.
- Develop nutrition education program offerings.
- Develop and integrate instruction/coaching on mindfulness and time management throughout the educational experience.

Interdisciplinary Work in the Arts

Experience with the intersections of different art forms is a critical component in the development of artists for the industry of today and beyond. Opportunities to work on interdisciplinary projects that transcend traditional institutional boundaries will complement UNCSA students' learning and prepare them for successful 21st-century careers.

CATALYZING NEW IDEAS AND POSSIBILITIES

- Explore new ways to expose students to interdisciplinary practices and career possibilities in first year of studies.
- Reinforce and promote interdisciplinary work and projects as a focus annually for Intensive Arts and explore ways to expand opportunities across the campus.
- Create an institutional portal to connect students from across disciplines who are pursuing interdisciplinary projects.

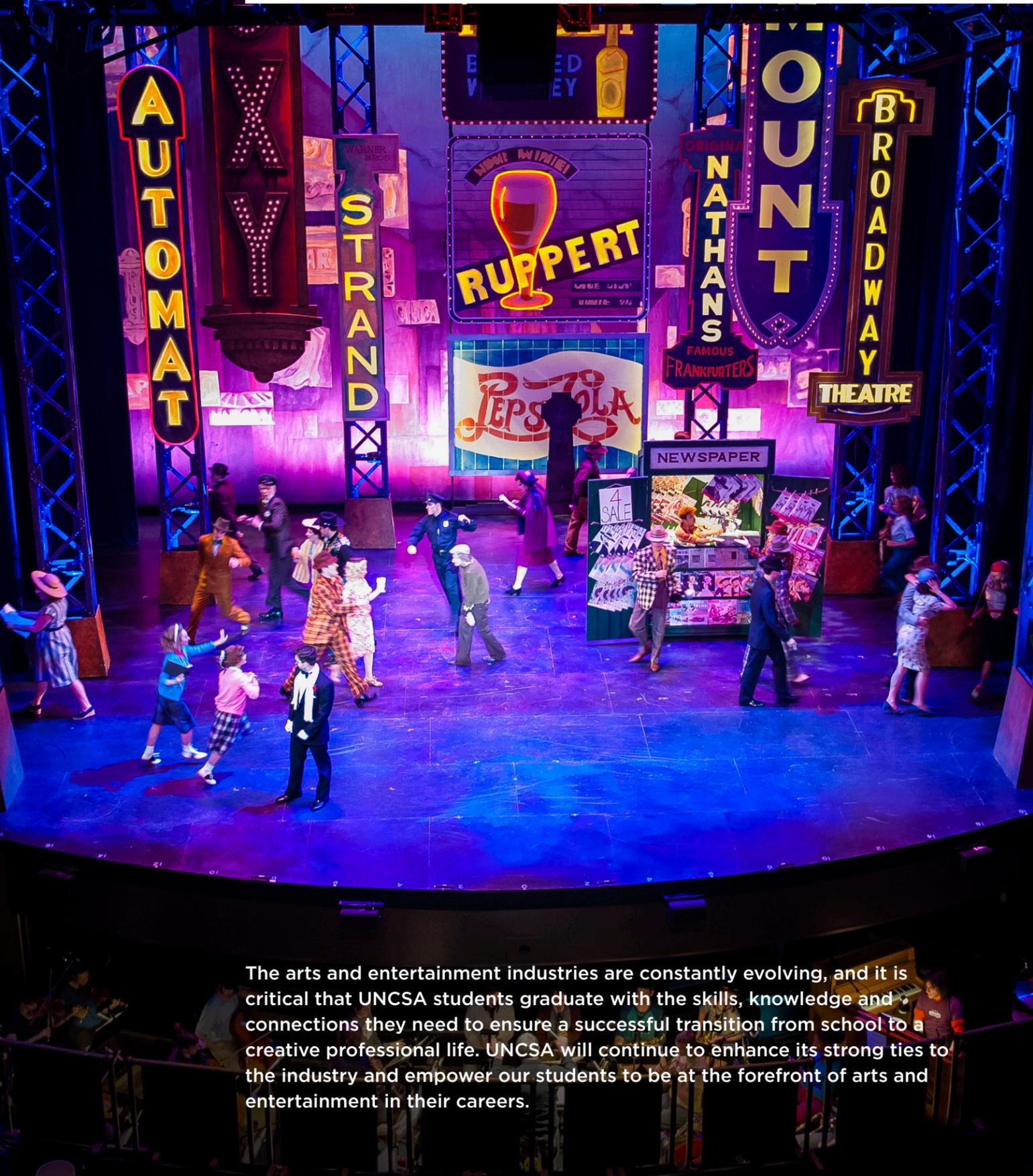
- Promote and encourage student-generated interdisciplinary works and productions and align those efforts with program and degree requirements.
- Expand summer program offerings to develop interdisciplinary skills and projects.

CREATING SPACE AND OPPORTUNITIES

- Expand and integrate the new "Studio for Creative Practice" into UNCSA's arts and academic programs.
- In parallel with strategic actions in Health and Wellness, develop streamlined and aligned campus calendars that create space and opportunities for interdisciplinary work.
- Expand the role of the UNCSA Library as an interdisciplinary site for the campus through its programming and development of collections to support interdisciplinary studies.



Maintaining and Expanding Industry Relevance



The arts and entertainment industries are constantly evolving, and it is critical that UNCSCA students graduate with the skills, knowledge and connections they need to ensure a successful transition from school to a creative professional life. UNCSCA will continue to enhance its strong ties to the industry and empower our students to be at the forefront of arts and entertainment in their careers.

CONNECTING ARTISTS

- Create UNCSCA alumni advisory panels for each conservatory with artists who have graduated and entered the industry within the past 5-10 years.
- Explore and formalize professional industry partnerships with each conservatory.

CREATING NEW OPTIONS FOR ARTISTS

- Advance curriculum development for inter- and multi-disciplinary tracks, minors and degrees.
- Implement additional concentrations within existing degree programs that respond to current career and market opportunities for graduates.
- Create and implement a new degree completion initiative for past students that leverages in-person and remote learning resources and helps connect past training with current opportunities and career directions.

EMPOWERING ARTISTS

- Align career and industry readiness courses across all programs and integrate core skills in building a digital footprint for all artists.
- Create a media publishing arm for UNCSCA that leverages the resources of the institution to help alumni and faculty advance their creative work and intellectual property.

- Develop core competencies related to intellectual property for all students and create experiential learning opportunities within the new media publishing arm.



Institutional Sustainability

Enrollment, financials, and personnel represent the foundation of institutional sustainability over the long term, perpetuating UNCSA's ability to efficiently and effectively fulfill its mission.

PERSONNEL SUSTAINABILITY

- Address challenges in retaining and recruiting UNCSA faculty by bringing compensation levels up to rank minimums, with the long-term goal of achieving salary competitiveness within the 75th percentile of peer institutions.
 - Address issues with UNCSA staff salary equity and competitiveness.
 - Continue and expand the "Quality Workplace Committee" initiative on campus.
 - Improve employee workload and efficiency by leveraging existing technology tools across the UNCSA campus and consolidating software platforms where possible.
- Create and implement a new process for quantifying and qualifying new program ideas, with a focus on scaling programs that have a potential for increased revenue.
 - Grow earned revenue from partnerships, strategic alliances and other opportunities.

ENROLLMENT SUSTAINABILITY

- Increase UNCSA's graduation rate to 80-85%.
- Support student progress by increasing UNCSA's retention rate by 10%.
- Strengthen connections and engagement with UNCSA alumni.

FISCAL SUSTAINABILITY

- Source and execute initiatives to increase efficiency in the use of resources across the UNCSA campus.
- Create and implement a new strategic budgeting process that will increase engagement and transparency.





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