

2018-2021 Strategic Plan

MISSION

To inspire and empower students and faculty to excel in arts creation, scholarship, pedagogy, and entrepreneurship.

VISION

COTA will be the model for 21st-century arts education and practice, making the arts visible, vital, and innovative.

STRATEGIC PRIORITY 1

Demonstrate campus leadership in ensuring student success and job placement for our graduates.

Key Performance Indicator: Increase the COTA undergraduate six-year graduation rate to sixty percent by 2021.

Major Initiatives:

- a) Improve and integrate arts-centered academic advising at all levels (i.e., UAC, OAA, schools).
- b) Use data analytics to increase student success and to advise students, while exploring and implementing effective practices for the use of data analytics in the arts.
- c) Increase the number of quality students applying to and enrolling in COTA degree programs.
- d) Develop a vibrant community of student artists and scholars.
- e) Establish and implement initiatives designed to support Georgia State's Quality Enhancement Plan "College to Career: Career Readiness through Everyday Competencies."

STRATEGIC PRIORITY 2

Advance innovation and creativity in research, programs, curricula, and teaching.

Key Performance Indicator: Starting in 2018, an annual survey will be conducted to measure alumni perceptions of how well their experience at GSU helped them achieve their personal and professional goals. Based on the results, aggressive goals will be established each year.

Major Initiatives:

- a) Evaluate all programs to identify potential growth areas and opportunities for restructuring curriculum in response to changing external needs. Create an advisory committee of Atlanta's leading arts and industry professionals to help guide this effort.
- b) Provide incentives and rewards to promulgate innovation, creative thinking, and excellence by faculty and students.
- c) Promote interdisciplinary research, courses, and projects that reflect the diversity of programs found within the college, across the university, and beyond.

STRATEGIC PRIORITY 3

Recruit, develop, retain, and reward a diverse faculty comprised of nationally and internationally recognized artists, scholars, and teachers.

Key Performance Indicator: By 2021, ten percent of the COTA faculty will have received one or more prestigious awards or fellowships.

Major Initiatives:

- a) Coordinate the nomination of COTA faculty for prestigious awards and fellowships and assist the faculty in this process.
 - b) Provide mentoring programs and faculty development workshops on an ongoing basis to faculty within the college.
 - c) Tell the story of GSU's successes and contextualize COTA's role in the university's strategic plan in recruitment advertisements.
 - d) Implement the new college workload policy to reward active scholarship and creative activity; an internal faculty awards process will also be implemented.
 - e) Administer a faculty development survey, which will be used to determine the content for future faculty development initiatives.
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STRATEGIC PRIORITY 4

Achieve inclusivity and diversity throughout the college.

Key Performance Indicator: The college will consistently emphasize diversity both in recruitment of faculty and in graduate student admissions.

Major Initiatives:

- a) Designate funds for recruiting new underrepresented minority hires.
 - b) Strengthen relationships between COTA graduate programs and undergraduate programs in historically black colleges and universities.
 - c) Better mentor diverse GSU undergraduates to enter COTA graduate programs (especially dual-degree programs).
 - d) Assess the current racial and gender ratios within each unit in COTA as a way to guide recruitment efforts.
 - e) Broaden the GSU community's awareness of artists and scholars from underrepresented populations.
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STRATEGIC PRIORITY 5

Generate external support necessary to enable the College of the Arts to realize its full potential, including the creation of a signature facility.

Key Performance Indicator: Raise \$3,000,000 by 2021. As soon as possible, but by 2021 at the latest, the university Master Plan will include a leading-edge arts college facility that is programmed appropriately.

Major Initiatives:

- a) Create and implement a comprehensive communication plan for COTA including development of an alumni relations program.
 - b) Identify COTA's needs and create a menu of naming and other funding opportunities with emphasis given to those that have the potential to address COTA's infrastructure needs.
 - c) Encourage, support, and reward faculty pursuing and obtaining external grants.
 - d) Expand the impact of COTA by strengthening existing relationships and pursuing new mutually beneficial partnerships.
 - e) Conduct a feasibility study and visualization that define the specialized programmatic needs within COTA, factoring in growth with the existing programs and accounting for the possibility of new programs.
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