Visual and Performing Arts Strategic Plan

Goal 1: Attract, retain, and support a world–class and diverse faculty, staff, and student population.

1.1 Provide an outstanding professional and cultural environment for all members of the Michigan Tech Community

- ❖ Provide competitive compensation, recognize, and reward successful faculty and staff.

  - ➢ Performance standards outlined in VPA Professional Development Process shall guide merit increases for faculty.

  - ➢ Efforts to reclassify professional staff positions will be continued through possible reorganization of staff positions.

- ❖ Support Professional Development and collaborative activities.

  - ➢ Department will continue and expand support for faculty engaged in professional development activities. Development of an endowment will create flexibility in hiring the support staff to distribute faculty and staff workloads and in funding professional development.

- ❖ Recruit, enroll, support, and recognize bright, motivated and adventurous students.

  - ➢ Increase the size and quality of the undergraduate programs. Target for VPA is an undergraduate enrollment to approximately 85. (Appendices 6 and 7 show the number of majors and degrees awarded in recent years, while Appendix 8 shows the enrollment projection for VPA majors.)
    - Sound Technology based degree programs have recruited the planned maximum number of students in two years. Students display a different set of values, an intellectual inspiration, a dedication, and a personal flexibility, which are characteristic of the creative personality.

Degrees/Years	2010	2011	2012	2013	
Sound	15	20	20	20	
Audio Tech	25	20	20	20	
Design/Tech	10	13-14	20	25	
Performance	3-5	8-10	15	20	
Digital Cinema (to be proposed with plans for 15-20 students within 3 years)	N/A				
Total	53-55	61-65	75	85	

- Recruitment efforts will be focused in the media and entertainment technology and performance programs. A digital cinema program is being developed which could bring additional majors to the department.

- The department will create a link to teachers in selected regional high schools. Admissions counselors will distribute VPA brochures and a teacher's packet which offers in-school educational workshops conducted by VPA faculty. Relationships with secondary teachers allow a better insight about the potential of individual students.

- The relationship started with Bay College will be strengthened with the same benefit to enrollment practices as the above point.

- While as many as five upper-class merit scholarships of approximately $2000 each are now awarded, additional resources are needed to recruit in-state and especially out-of-state students.

1.2   Cultivate a diverse, inclusive, and collegial environment

❖ Develop and Implement initiatives to increase diversity

➢ VPA intends to increase the enrollment of women and minorities. Appendices 1 and 3 record faculty and student demographics, while Appendix 4 contains the department's plans for diversifying it population of students and faculty.

	Mich. Tech	Engineering	VPA	National Arts
Student Women	25%	17%	18%	68%[1]
Student Minorities	4%		13%	30%[1]
Faculty Women			50%	50%[1]
Faculty Minorities			7%	27%[1]

[1] HEADS report: 2007-2008, Association of Arts Accrediting Agencies. Courtesy Jan Timpano

➢ The two fully enrolled degree programs, which resemble engineering specialties, have attracted a female enrollment resembling engineering degrees. Growth in other degree programs will likely move the enrollment of women closer to the national arts programs averages.   National arts figures also indicate the possibility of a significant increase in minority enrollments.

➢ In 2008 and 2009, VPA partnered with Youth Programs to bring Cass Tech Students to campus for a two-day visit including attendance at a performance and participation in workshops conducted by faculty and staffed by VPA students. Despite a positive response, no students have been recruited through this activity.

➢ At theatre festivals, faculty pay particular attention to recruiting minority students.

➢ Chair has proposed a grant to cover workshops in minority school districts.

➢ The VPA faculty gender distribution matches the national average in the Arts and possesses one of the largest percentages of female faculty in the university. The Department recruited a faculty member from under-represented minority groups in 2008. Appendix 1 shows faculty demographics; Appendix 2 records the results of recent faculty recruiting efforts.

❖ Ensure fair and equitable hiring, promotion, and student admission processes.

➢ The Department revamped the search procedures for faculty during the summer of 2009 to make the process more transparent to the faculty as a whole.

- The faculty has adopted a policy aimed at the long term improvement of teaching, including the suggestion they present a teaching portfolio each spring and peer visitation and reviews.

- A professional development and appraisal system is in place to improve the quality and consistency of feedback to faculty.

- Working with Admissions, faculty have created a personalized applicant review system based upon students portfolios and essays. Faculty members communicate with prospective students regularly and interview them at conferences as well as on campus.

1.3 Provide exceptional infrastructure and a welcoming, aesthetically pleasing environment.

- ❖ Create infrastructure that is technologically and ecologically superior.

  - The Computer and Music Laboratory, requiring a $150,000 investment, were funded with $10,000 at the time of installation. The CAML continues to be expanded and upgraded through a combination of Lab Fees and a sequence of decreasing three-year loans. The lab anticipates being loan free in 2014.

  - The second phase of the McArdle Lighting Renovations project is scheduled for the summer of 2010.

  - A capital campaign request for a $6.5 million building and renovation is a pivotal to element in providing the necessary space and equipment for the development of the department's programs. The building is to provide art studios, performance studios, a large musical ensemble room, offices, as well as storage and service areas. The faculty conducted a needs assessment; a civil engineering senior design team specified the building to be within budget. Architect John Haro then designed the building to match campus architecture and to allow for future expansion. The Technology Development and Review Committee is now in the process of specifying equipment and facilities for each space. In the spring of 2010, the Department will present its request to the University. The plan includes renovations of facilities in the Walker Center for a Foley sound studio, a computer media center and a renewal of McArdle Theatre to service digital cinema. Final design will be based on LEED Standards for sustainable architecture.

  - Part of the campaign request is for an endowment of $2-4 million for department operations.

Goal 2: Deliver a distinctive and rigorous discovery-based learning experience grounded in science, technology, the business of innovation, and the understanding of the social and cultural contexts of our contemporary world.

2.1 Provide dynamic discovery-based learning that integrates instruction, research and innovation in undergraduate and graduate programs.

- ❖ Incorporate and expand discovery-based programs in all curricula.

    - ➢ VPA provides discovery based learning through project-based experience in classes. A first year project brings together students from all the degree programs in a single activity to teach interpersonal skills, task skills, and collaboration among persons of diverse talents. Adjudication by Kennedy Center American College Theatre Festival respondents and attendance at meetings such as the Kennedy Center American College Theatre Festival and the United States Institute for Theater Technology expose students to the latest in techniques and innovations.

    - ➢ A music lessons program is now in place thanks to a collaborative association of the Student Housing Office, the Dorm Councils, the VPA Learning Community, the MUB, and Music faculty arranged by the Chair and administered by Professor Neves. Over 100 inquiries resulted in a first time enrollment of 22 participants.

    - ➢ A more advanced safety training program for faculty and degree seeking students featuring first aid certification, CPR certification, and lift and handling equipment training will be offered.

- ❖ Strengthen existing programs and develop new undergraduate programs in emerging interdisciplinary areas.

    - ➢ In 2009-2010, 50 students gained professional development experience, more than twice the previous year's participation level. The Kennedy Center/American College Theatre Festival invited the TECH THEATRE COMPANY to perform at the regional Festival, at which nine students won individual honors, 17% of those participating.

    - ➢ VPA is continuing the preliminary development of the interdisciplinary areas of Digital Cinema and New Arts and Technology degree programs.

    - ➢ The inclusion of on-line and blended course offering holds promise for engaging students in a more effective and efficient manner.

❖ Promote integrative and collaborative programs among academic units.

➢ Discussions continue with members of the Humanities Department for the creation of a Digital Cinema Degree in 2011.

➢ Discussions with the Director of Rozsa continue to develop cooperative approach to supporting VPA theatre and performance programs and the use of Rozsa facilities.

➢ Discussions about a New Arts and Technology degree involving computer science, elements of Humanities and Physics for instruction media, gaming, animation, etc., may begin as early as the fall of 2010.

2.2 Cultivate Intellectual Diversity and a Worldview adapted to the needs and challenges of the 21st century.

❖   VPA makes a major contribution to a richer cultural environment that is essential to campus life.   It is the largest arts producing organization in the Western UP Community (123 events in 2009-10; more than 80 on campus). Events include the Pep Band, Superior Winds Symphony, Keweenaw Symphony Orchestra,, jazz groups, choir, art exhibitions, and theatre productions. The Jazz Bands and Wind Symphony visit some twenty (20) venues a year on their spring tours; part of the larger community outreach program. The Experience Tech Fee has significantly increased student attendance. 4.38 times as many students will attend arts events in 2009 as in 2007

Ensembles	No ETF	1st Year ETF	2nd Year EFT	
	07- 08	08 – 09	Fall Only 09	
Bands	22	245	244	
KSO/Choir	147	448	548	
Jazz	105 (3 events)	297 (4 events)	107 (1 event)	
Theatre	260 (3 events)	406 (4 events)	307 (2 events)	

❖ Interpersonal communication and presentation skills and understanding of and participation in the creative processes, as well as an awareness of language and culture are part of all course work in the department. Similarly, because the creative production process is a collaborative endeavor, students must grapple with both individual leadership and teamwork. Production requires the justification of artistic choices. Both intuitive insight and critical thinking skills are developed through this process. Because the arts are an everyday living

laboratory for communication, language, leadership, critical thinking, team building and ethics, VPA courses and performance and artistic activities are the essential means by which the various sections of this element of the strategic plan are addressed at Michigan Tech.

GOAL 3: Establish a world-class research, scholarship, innovation and creative work that promote sustainable economic and social development in Michigan, the nation, and the world.

3.1 Improve our stature as a research university and PhD granting institution.

- ❖ As is true of all units in CSA, VPA will pursue appropriate sources of external support for the development of its educational and scholarly programs.

- ❖ Increase recognition of scholarly and creative accomplishments.
    - ➢ The University needs establish an Artist of the Year Award or life time Achievement Award for Artists which parallels the awards for teachers and researchers.

3.2 Promote economic and social development and innovation in Michigan, the nation and the world.

- ❖ Expand entrepreneurship in graduate and undergraduate programs
    - ➢ Through classes and internships, VPA prepares students to be self-starting individuals who market their skills and who form collaborative entrepenuial projects, such as films, plays, production companies, and artistic service companies.

- ❖ Support workforce development through K-20 collaborations to offer access and entrepreneurial opportunities.
    - ➢ VPA is already sending its first graduates into the new film and video enterprise in southeastern Michigan. As indicated earlier, VPA is building access to new arts programs for students from Cass Tech. Southfield High School may be another opportunity.