

Our Charge:

Become **The Place of Choice.**

Change our culture.

Our Mission:

The arts have the power to transform society. They play an essential role in ensuring and enhancing the quality of life.

The University of the Arts is committed to inspiring, educating and preparing innovative artists and creative leaders for the arts of the 21st century.

The University of the Arts is devoted exclusively to education and training in the arts. Within this community of artists, the process of learning engages, refines and articulates all of our creative capabilities. Our institution was among the first to contribute to the formation of an American tradition in arts education. We continue to develop interpreters and innovators who influence our dynamic culture.

We serve the community in which we reside, the professions for which we prepare new members and, ultimately, the society whose culture we both sustain and advance. The University's goal is to direct each student's quest for creative self-expression toward a productive role in society. Our programs develop the student's talent, aesthetic sensibility, conceptual and perceptual acumen, cultural awareness, and professional expertise. The curricula integrate specific knowledge and skills needed for technical mastery of the various arts disciplines with a significant examination of conceptual and humanistic studies.

To this end, the University must gather and retain a distinguished teaching faculty and highly qualified, dedicated staff offering a breadth of professional expertise. Their scholarly work and artistic exploration have national and international consequences for the institution. Our educational programs seek to stimulate and influence not only our students but the very disciplines that we teach.

Spring 2016

Core Values Finalized & Published:

Integrity & Diversity

We are a supportive community committed to individual and artistic integrity and inclusion. We promote and respect self-expression, a wide range of ideas, and diversity in all its forms.

Excellence, Creativity & Passion

With a focus on excellence, we inspire, challenge and support the unconventional thinkers, dreamers and doers who are passionate about using their creative works to impact society.

Connections & Collaboration

We connect design and the performing, visual, communication and liberal arts in the classroom and the community, expanding artistic possibilities, outcomes and lives through creative collaboration.

The Place of Choice.

Fall 2017

The Place of Choice Charge is Set at the Faculty & Staff Retreat

100+ faculty and staff gathered for a day of Strategic Conversations to consider:

*How does the university become **The Place of Choice**?*

and...

*What do **WE** need to do-- what changes will **WE** make -- to get there?*

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Spring 2018

Town Hall
January 31

Presidential Strategic Goals: 5 Goals Shared with Community

President shares 5 goals and aligns current work of the university within each:

- 1. Improve our facilities to support student success**
- 2. Effectively tell our story both internally & externally**
- 3. Attract the most highly qualified students**
- 4. Commit to diversity among our students, faculty & staff**
- 5. Build a sustainable economic model for success**

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Spring 2018

At the spring Board of Trustees meeting, we shared our goals and a timeline of how we set them.

Spring 2016



Spring 2018

Spring 2016

April

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Fall 2017

October 27

Strategic Planning: Faculty & Staff Retreat
100+ faculty and staff gathered for a day of Strategic Conversations to consider:

*How does the university become **The Place of Choice** and...
What do **WE** need to do-- what changes will **WE** make -- to get there?*

The Place of Choice.

Spring 2018

Town Hall
January 31

Presidential Strategic Goals: 5 Goals Shared with Community
President shares 5 goals and aligns current work of the university within each:

1. Improve our facilities to support student success
2. Effectively tell our story both internally & externally
3. Attract the most competitive students
4. Commit to diversity among our students, faculty & staff
5. Build a sustainable economic model for success

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Goals increase to:

- 1. Improve our facilities to support student success**
- 2. Effectively tell our story both internally & externally**
- 3. Attract and retain the most highly qualified students**
- 4. Commit to diversity among our students, faculty & staff**
- 5. Build a sustainable economic model for success**
- 6. Attract and retain top faculty & staff**
- 7. Create a culture of customer focus and service**
(2018/19 will be the Year of Customer Service)

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Summer 2018

Call for nominations to form a Strategic Planning Committee to devise a plan supporting 4 pillars:

- ***Supporting Student Success***
- ***Investing in our faculty as leaders in their field***
- ***Re-envisioning our campus through strategic capital improvements***
- ***Developing innovative programming***

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7 Goals support 4 pillars:

Supporting Student Success

- Build a sustainable economic model for success
- Create a culture of customer focus and service

Investing in our faculty as leaders in their field

- Attract and retain top faculty & staff
- Commit to diversity among our students, faculty & staff

Re-envisioning our campus through strategic capital improvements

- Improve our facilities to support student success

Developing innovative programming

- Attract and retain the most highly qualified students
- Effectively tell our story both internally & externally

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Now we move towards devising a strategic plan
to enact them.

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Goal:

1. **Improve our facilities to support student success**



Measurable Outcomes:

Number of completed capital projects
(Makerspace, Residence Hall, Student Center, Dance Facility, Gym, Screening Room, Recording Studios, Art Alliance, Pop-up Lounges & Gyms, Turnstiles in Anderson)

Increased economic diversity of our enrolled students

Increased percentage of students content with university community via survey data

Continuation of our high retention numbers

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Goal:

2. Effectively tell our story both internally & externally



Measurable Outcomes:

Increased applicant pool

Increased enrollment (new & retained)

Increased brand awareness

(Banners, 140 Gala, Art Alliance, Community Outreach, International Partners)

Increased website visits (usage statistics)

Increased event attendance

Increased name recognition

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Goal:

3. Attract the most highly qualified students



Measurable Outcomes:

Increased number of enrolled students with highest marks on portfolio and/or audition reviews

Increased retention and 6yr graduation rate

4. Commit to diversity among our students, faculty & staff



Increased diversity within our student, faculty and staff populations

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Goal:

5. Build a sustainable economic model for success



Measurable Outcomes:

Increased number of named and endowed programs, positions and facilities

Increased donor base

Create more efficient academic programs
(*Improved course section enrollment ratios, Improved faculty to student ratios*)

Increased, efficient and effective use of our spaces

Decreased discount rate

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Goal:

- 6. Attract and retain top faculty & staff**



Measurable Outcomes:

Increased number of faculty & staff invited to lecture, exhibit, perform and publish at nationally recognized institutions

Increased number of grant-funded projects, centers and works.

Enhanced and leveraged faculty / staff performance review process

Enhance funding to support faculty development

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Goal:

7. **Create a culture of customer service**
(2018/19 Year of Customer Service)



Measurable Outcomes:

Decreased negative response and increased positive response among survey data.

Establish a continuous process of quality improvements

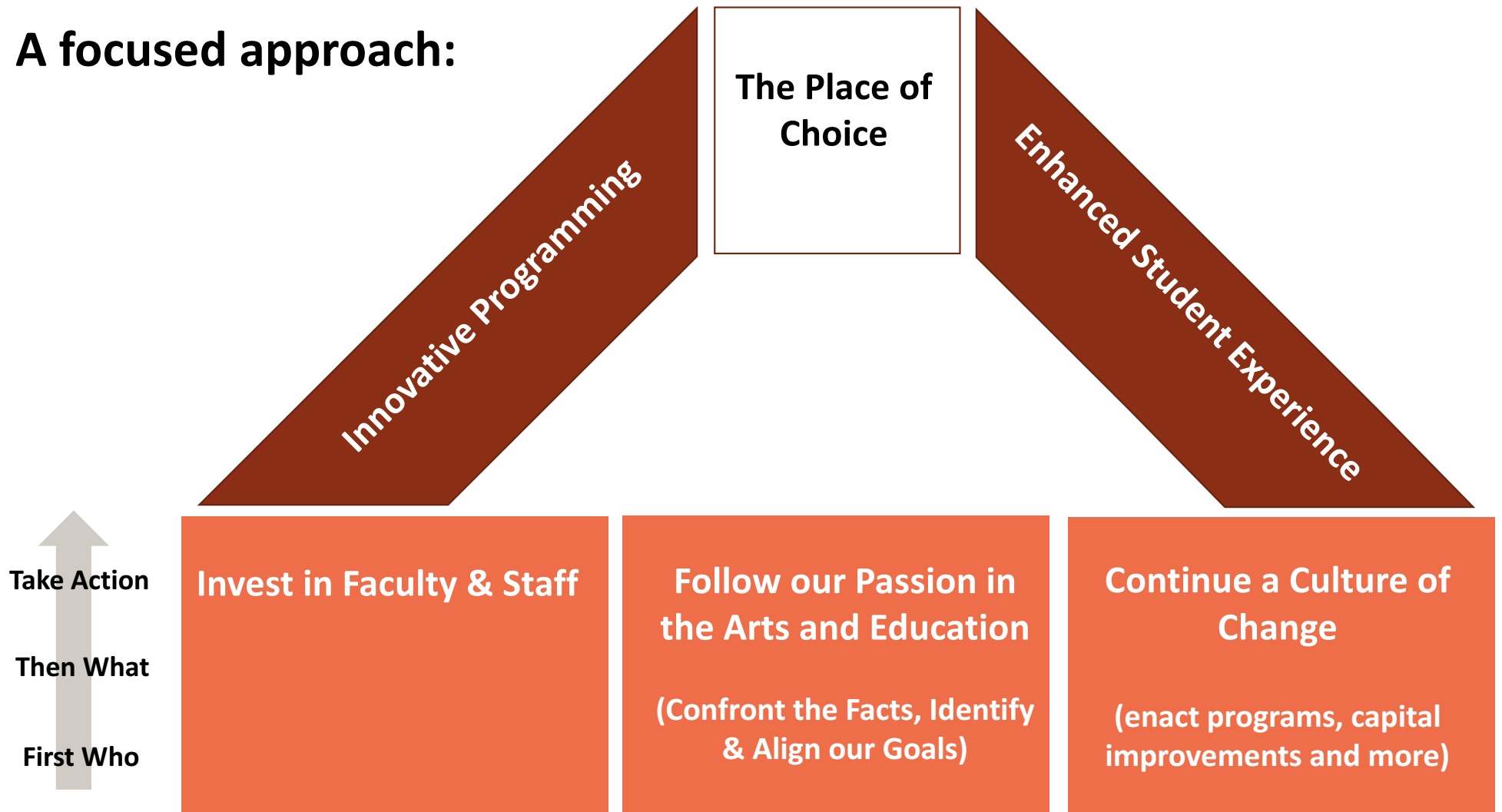
Focus on improvements within the student experience including housing, community amenities, course availability, and general condition of facilities

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How will we work towards our goals?

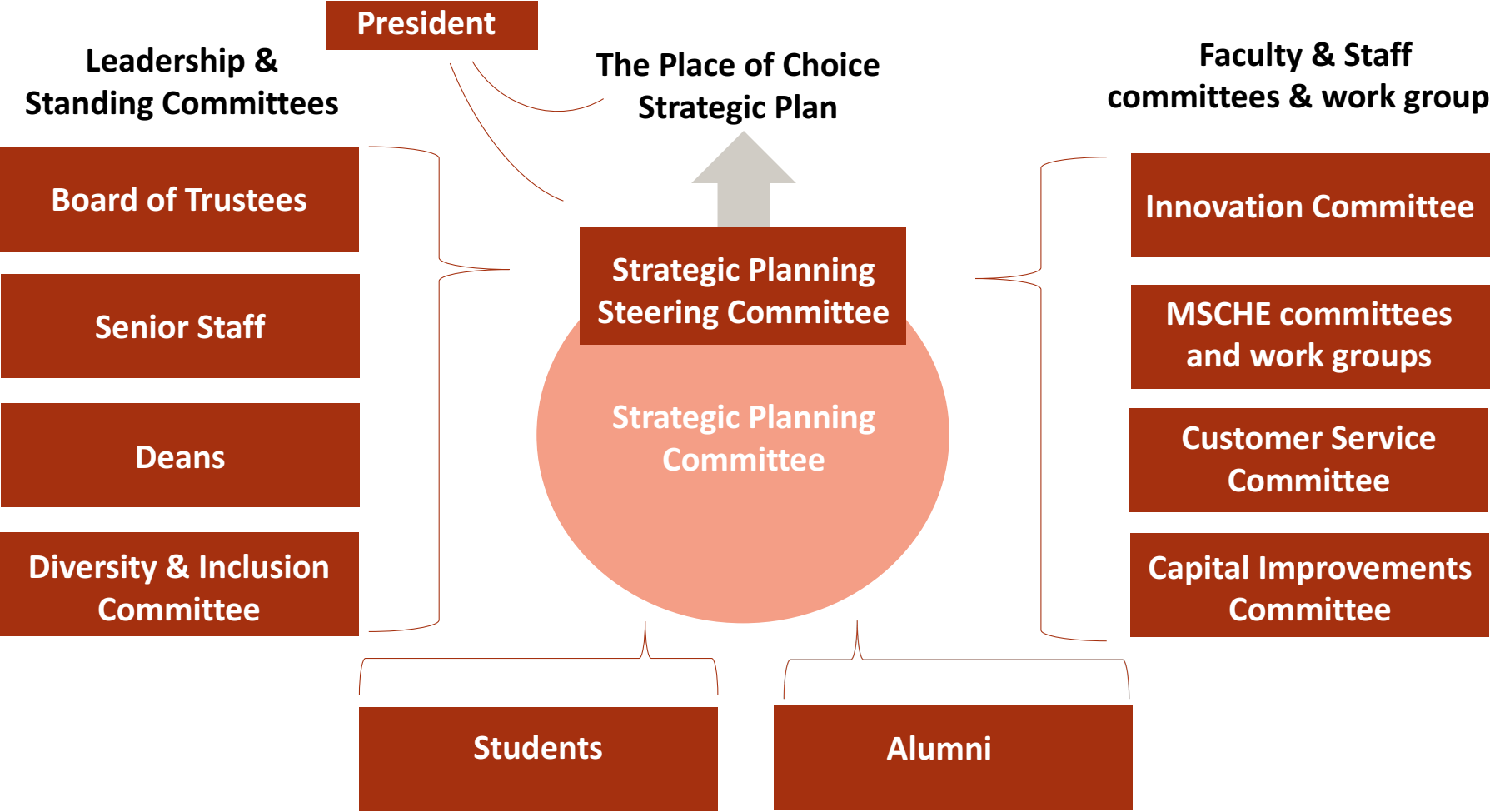
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A focused approach:



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Informed by engaging our community:



Our Charge:

Become **The Place of Choice.**

Change our culture.

Why do we need change?

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