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.
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.
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?*
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

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

The Place of Choice.
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**

The Place of Choice.
**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

The Place of Choice.
Now we move towards devising a strategic plan to enact them.
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

The Place of Choice.
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

The Place of Choice.
Goal:

3. Attract the most highly qualified students

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

Measurable Outcomes:

- Increased number of enrolled students with highest marks on portfolio and/or audition reviews
- Increased retention and 6yr graduation rate
- Increased diversity within our student, faculty and staff populations

The Place of Choice.
5. Build a sustainable economic model for success

Goal:

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

The Place of Choice.
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

The Place of Choice.
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.

The Place of Choice.
How will we work towards our goals?

The Place of Choice.
A focused approach:

First Who
Invest in Faculty & Staff
Continue a Culture of Change

The Place of Choice
Enhanced Student Experience

Follow our Passion in the Arts and Education
(Confront the Facts, Identify & Align our Goals)

The Place of Choice.
Informed by engaging our community:

Leadership & Standing Committees:
- Board of Trustees
- Senior Staff
- Deans
- Diversity & Inclusion Committee

Student & Alumni:
- Students
- Alumni

President

The Place of Choice Strategic Plan

Faculty & Staff committees & work groups:
- Innovation Committee
- MSCHE committees and work groups
- Customer Service Committee
- Capital Improvements Committee

Strategic Planning Steering Committee

MSCHE: Middle States Commission on Higher Education
Our Charge:

Become The Place of Choice.

Change our culture.
Why do we need change?

The Place of Choice.