



Strategic Plan 2023-2028

We are a creative nexus anchored within the vibrant and diverse culture of Las Vegas. Our College brings together a diverse range of artists who share a passion for creativity, self-expression, and societal engagement. The College includes the departments of Art, Dance, Film, and Theatre; the Nevada Conservatory Theatre, the schools of Architecture and Music; the Entertainment Engineering and Design program; the Marjorie Barrick Museum of Art; and the Advisement Center. Our undergraduate and graduate degree programs prepare students for distinctive careers; and our research, scholarship, and creative activities expand the frontiers of knowledge in the arts.

Mission

The College of Fine Arts educates, empowers, and engages creative people to become visionary change-makers in the arts through acts of imagination.

At UNLV we believe the arts are an essential good for society. We make education relevant and accessible through our programs and outreach. We create new knowledge in the arts. We celebrate independent thought and the power of bringing people together to foster creativity.

And, we value:

- Difference
- Kindness
- Discovery
- Inclusion
- Empathy
- Joy
- A spirit of generosity

These values underpin all our efforts and guide us in fulfilling our mission.

Our Goals

To bring our mission to life we focus our efforts on achieving five crucial goals:

1. Advance the fine arts by enhancing world class teaching and learning throughout our degree and non-degree programs
2. Serve as an essential nexus for innovation and learning in the arts locally, regionally, nationally, and internationally
3. Model a culture of diversity, equity, inclusion, and belonging that is foundational to a world-class community of faculty and students

4. Cultivate a meaningful understanding of the arts as an essential dimension of our shared culture and the vitality of our communities
5. Create a culture of abundance with world-class physical and virtual spaces for teaching and creative practice, effective internal processes, and robust resources to support our mission.

Goal 1: Advance the fine arts by enhancing world class teaching and learning throughout our degree and non-degree programs

The College of Fine Arts must remain at the forefront of education in and across our disciplines. To do so we need to foster innovation and combine these new practices with the best, most enduring traditions in our fields. We also need to transcend disciplinary boundaries and build strong partnerships with organizations in Las Vegas, around Nevada, across the country, and internationally.

To advance the fine arts and deliver world-class learning we will:

- Enrich our teaching through a deeper understanding of our students and how they learn
- Enhance learning through close integration of teaching with research and creative activities
- Support faculty creativity in designing courses and pathways of study, in collaboration with students, that meet the needs of rapidly changing arts disciplines and careers
- Encourage and support interdisciplinary and transdisciplinary research and creative activity within and beyond the College
- Create enduring partnerships that immerse our students in practice.

Goal 2: Serve as an essential nexus for innovation and learning in the arts, locally, regionally, nationally, and internationally

The College of Fine Arts includes a diverse range of disciplines and enjoys strong ties to artists, arts organizations, and peer educational institutions across Nevada and beyond. This gives us the opportunity to connect individuals and groups in unique ways, and to use that convening power to enhance art practice and artistic impact. To accomplish this, we must continually expand our connections and raise our profile amongst our peers, increase collaboration and the flow of creative people through our College, and foster partnerships that systematize and enhance these connections.

To serve as a nexus for innovation we will:

- Engage faculty, students, alumni, partners, and the arts community in collaboration and creative innovation
- Build on our strong presence with arts partners across campus, throughout Las Vegas, and on a regional and national basis to enhance and promote their work

- Expand international engagement for our faculty and students in ways that enrich learning, enhance research and creative activities, and extend professional practice
- Promote our impact (locally, regionally, globally) through storytelling, publicize our goals, and invite local, regional and global partners to share in the success

*Goal 3: Model a culture of diversity, equity, inclusion, and belonging
that is foundational to a world-class community of faculty and students*

The College of Fine Arts serves as a model for our peers through UNLV and beyond in our systematic implementation of diversity, equity, and inclusion practices. Accomplishing this begins with the job search and hiring practices that bring new colleagues to our institution. We must also meaningfully include each person in our College, and foster active dialogue amongst our students, staff, faculty, and alumni to ensure all voices are heard and each person is valued. Ultimately, our goal is a College that is rich in diversity, where our faculty reflect the diversity of our students, and where everyone experiences inclusion in ways that enrich their connections to one-another.

To robustly practice diversity, equity, and inclusion throughout our College we will:

- Make DEI a core part of our curricula and pedagogy and integral to every college activity and initiative, always at the forefront of strategy and planning
- Build a culture of listening, responding, and acting on DEIB
- Seek out Artists-in-Residence who are at the forefront of diversity, equity, and inclusion in the arts
- Spotlight and incentivize creative and design projects for both faculty and students that have a DEIB focus
- Position the college as an international leader of Diversity, Equity, Inclusion, and Belonging (DEIB) initiatives across higher education

*Goal 4: Cultivate a meaningful understanding of the arts
as an essential dimension of our shared culture and the vitality of our communities*

The College of Fine Arts believes in the vital role the arts play in society and we want to share this with communities we serve. To accomplish this the College must advocate systematically across sectors of society, and do so in partnership with other like-minded organizations. We can best accomplish this robust outreach through partnering with organizations and institutions throughout our communities to share our art works and performances with community groups, schools, K-12 students, and families.

To promote understanding and appreciation of the centrality of art in our communities we will:

- Collaborate with campus partners and colleges to build shared degree programs and enhance creative participation;
- Expand community outreach that provides access to educational programming and learning experiences;

- Highlight the impact of the arts/arts community and engagement across the campus and in the city; and
- Advocate for increased funding for the arts across the state and local levels.

Goal 5: Create a culture of abundance with world-class physical and virtual spaces for teaching and creative practice, effective internal processes, and robust resources to support our mission

To accomplish the first four goals and fulfill our mission, the College needs to ensure foundational supports are in place. We need physical and virtual spaces that allows us to teach and create at the cutting edge of our art forms. We also need sufficient funding to support our work. Moreover, the College must ensure that our institutional practices and organizational processes sustain excellence. Securing these necessary conditions for our success will ensure we can recruit and retain the best students, faculty and staff and provide them with a rewarding, supportive environment that fosters their success.

To ensure that our College thrives we will:

- Recruit and retain the faculty, staff, and students necessary to implement and sustain excellence
- Enhance our virtual spaces and tools to better support teaching and creative practice
- Support development of the new building as well as renovation and refurbishment of existing spaces
- Secure the financial resources necessary to support our work through fundraising from external supporters and advocacy for the College on the university and state levels
- Establish and maintain effective internal processes to support our mission
- Advocate for the College on the university level on a systematic and sustained basis to secure the support and approvals necessary for CFA to be highly effective.

How We Measure Success

We measure achievement of our mission through:

- Student success that outpaces our peer programs and institutions in recruitment, retention, graduation and community impact
- Creativity, scholarship and learning accomplished by our students, alumni and faculty whose impact is visionary and positive
- Success in hiring and retaining nationally and internationally renowned faculty
- Collaboration amongst our faculty, across our diverse programs, throughout UNLV and with the diverse communities we serve in Las Vegas and globally
- Recognition within the UNLV community and beyond for our efficacy, passion, principle, compassion and joy.

Detailed operational measures underpin each of the categories above.

Implementation

Detailed tactics and measures for achievement of each goal are included below:

Goal 1: Advance the fine arts by enhancing world class teaching and learning throughout our degree and non-degree programs.

Measures of successful implementation include:

- Development of effective mechanism(s) within each unit to support faculty innovation connecting practice to teaching, and then grows that support year-on-year
- Growth in financial resources available for innovation
- Growth in interdisciplinary research connections with other UNLV units
- Adding substantive partnerships to support student learning.

Strategies and tactics:

- Enrich our teaching through a deeper understanding of our students and how they learn:
 - TBD.
- Enhance learning through close integration of teaching with research and creative activities:
 - Challenge each unit to establish a mechanism of support for professional development toward innovation
 - Ensure that faculty have the opportunity and support to share new knowledge with their peers (such as an annual forum or showcase)
 - Combine the most impactful innovations with the best traditions of educational experience
 - Adapt the annual performance process to ask faculty to reflect on how their practice informs their teaching.
- Support faculty creativity in designing courses and pathways of study, in collaboration with students, that meet the needs of rapidly changing arts disciplines and careers:
 - Ensure faculty are fully aware of opportunities for innovation
 - Challenge units to fully explore opportunities for innovation in curricula and course delivery
 - Develop mechanisms for engaging students in exploration of possible innovations in courses, curricula, and pathways through learning
 - Implement incentives to promote innovation in education.
- Encourage and support interdisciplinary and transdisciplinary research and creative activity within and beyond the College:
 - Liaise with external partners to strengthen practice-led research in interdisciplinary work with incentives for faculty

- Work with internal partners to create more interdisciplinary opportunities for faculty to address societal issues.
- Create enduring partnerships that immerse our students in practice:
 - Liaise with external partners to strengthen practice-led research in interdisciplinary work with incentives for faculty; and
 - Work with internal partners to create more interdisciplinary opportunities for faculty to address societal issues.

Goal 2: Serve as an essential nexus for innovation and learning in the arts, locally, regionally, nationally, and internationally.

Measures of successful implementation include:

- Increasing CFA (faculty, students, and alumni) involvement in leadership roles at disciplinary organizations
- Increasing CFA (faculty, students, and alumni) creative contributions to/presence at disciplinary organization events
- Increasing the number and stature of Artists in Residence, guest artists, visiting artists etc.
- Increasing collaborative efforts (projects, exhibitions, performances, etc.) accomplished with partners within and beyond CFA (across UNLV and beyond)
- Year-on-year increases in student satisfaction
- Addition of one or more substantive international partnerships per year
- Increasing resources devoted to marketing and branding
- Increasing media hits for the College, Departments, programs, faculty, students, and alumni

Strategies and tactics:

- Engage faculty, students, alumni, partners, and the arts community in collaboration and creative innovation:
 - Create unified, effective platforms for sharing and publicizing campus arts research activities
 - Greater involvement in national and international discipline-specific organizations and events
 - Develop and provide access to space for engagement with alumni, partners, and the arts community
 - Seek out external funding sources for campus arts projects.
- Build on our strong presence with arts partners across campus, throughout Las Vegas, and on a regional and national basis to enhance and promote their work:
 - Utilize interdisciplinary case studies that highlight/foster partners and collaborators (so these projects would add touchpoint with the community and media)
 - Increase involvement in arts festivals, events and exhibitions off campus (booth, attendance, sponsorship, ad placement)
 - Implement branding and recruitment marketing budget. Use connections and negotiations in order to get more coverage. More coverage will lead to higher credibility of the institution.

- Expand international engagement for our faculty and students in ways that enrich learning, enhance research and creative activities, and extend professional practice:
 - Identify and develop international partnerships that support student and faculty engagement
 - Secure one or more substantive international partnerships for each unit within the College.
- Promote our impact (locally, regionally, globally) through storytelling, publicize our goals, and invite local, regional and global partners to share in the success:
 - Increase number, scale, and impact of exhibitions and performances to more deeply engage the Las Vegas Community
 - Deepen connections with and coverage in local, regional, and national media, including through systematic advertising (Broadcast our brilliant plans and invite local, regional and global partners to share in the success)
 - Expand our presence at national conferences/events/festivals.

Goal 3: Model a culture of diversity, equity, inclusion, and belonging that is foundational to a world-class community of faculty and students

Measures of successful implementation include:

- Increased diversity in candidate pools;
- Increased yield of top-choice candidates;
- Increased number of cultural conversations within the College, and increased participation in those events; and
- Year-on-year increases in sense of inclusion and belonging amongst students, faculty, and staff as measured through an annual survey.

Strategies and tactics:

- Make DEI a core part of our curricula and pedagogy and integral to every college activity and initiative, always at the forefront of strategy and planning:
 - Examine and, where necessary, re-structure our curricula to model greater representation and inclusivity
 - Systematically engage in cultural conversations within the college, units, the departments, and our classrooms
 - Foster and support diversity with internships and scholarships
 - Explore grant opportunities to fund programming for DEI.
- Build a culture of listening, responding, and acting on DEIB:
 - Create a value statement that includes words/phrases to be adopted across the college; incorporate the statement into college meetings, events, and programming

- Host workshops that include/feature listening (to whom?), cultural workshops (for whom?), and designing curriculum
- Develop and implement an annual survey for students, faculty and staff to gauge their sense of inclusion and belonging within the College, their department, and/or major.
- Seek out Artists-in-Residence who are at the forefront of diversity, equity, and inclusion in the arts:
 - Ask the university for funding in this area
 - Look for foundations and individual donors to support DEI AIRs.
- Spotlight and incentivize creative and design projects for both faculty and students that have a DEIB focus:
 - Establish a promotional process for all DEI efforts are shared via social media
 - Provide “credit” for these activities
 - Celebrate, fund and provide awards for these activities
- Position the college as an international leader of Diversity, Equity, Inclusion, and Belonging (DEIB) initiatives across higher education:
 - Develop and host a leadership academy aimed at increasing the quality and supply of qualified candidates by grooming arts faculty and professionals to serve in senior/executive-level roles
 - Establish and utilize a framework for recruitment materials (job descriptions, advertisements, etc.) that richly address DEI and speak to a truly diverse range of candidates who reflect and embrace CFA’s values and student body
 - Develop and utilize a systematic checklist of venues and marketing tools for use in searches to maximize diversity within candidate pools
 - Assess best practices for by targeted outreach nationwide to reach/build diverse candidate pools
 - Establish and utilize a detailed timeline to ensure timely recruit practices for faculty that maximize our opportunity to yield the top-choice candidate.

*Goal 4: Cultivate a meaningful understanding of the arts
as an essential dimension of our shared culture and the vitality of our communities*

Measures of successful implementation include:

- Increased advocacy for arts funding by CFA in collaboration with partner organizations (year-on-year)
- Increases in:
 - K12 student attendance at programming offered by College of Fine Arts - whether on their campus or on the UNLV campus
 - number of schools participating in CFA programming
 - teachers participating

- Satisfaction amongst families of children who are exposed to CFA programming on how the kids have been affected by participation in the arts
- Satisfaction of K12 students who attend the sponsored events as to whether or not they have ever been to this type of performance before, their learning, etc.
- By 2024 have at least one interdisciplinary degree program with the College of Fine Arts and another College
- By 2024 offer a major within CFA that includes appropriate courses from a variety of units across campus
- Cultivate at least 1 major philanthropic partnership with a prominent business by 2024
- Increased year-on-year utilization and visibility for the ‘state of the arts’ report
- CFA faculty or alumni active in leadership/board roles at the Nevada Humanities, Nevada Arts Council and/or Clark County Public Arts Boards.

Strategies and tactics:

- Collaborate with campus partners and colleges to build shared degree programs and enhance creative participation:
 - Continue to drive the creation of shared programs/majors with other colleges
 - Create standing educational workshops to network with creative partners in research (current initiatives already in practice)
 - Partner with the Office of Undergraduate Research to create cross-collaborative research opportunities for arts majors with other disciplines:
 - Duplicate, as appropriate, at the graduate level if that resource exists.
 - Initiate campus “open-house” opportunities to bring other colleges/disciplines into the arts areas to see what we do and build understanding of our disciplines:
 - Strategic groups for different purposes:
 - Admissions
 - College representatives.
 - Targeted and purposeful invitations to Provost/President/Administration to come to performances, venues, etc.
 - Become involved in university committees and shared partnerships across campus
 - Create educational opportunities to help campus understand the unique requirements of the arts disciplines
 - Raise awareness of the applied nature of our programs as compared to academic work in other disciplines

- Expand community outreach that provides access to educational programming and learning experiences:
 - Engage alumni in events on and off-campus
 - Expand outreach to community and civic organizations
 - Continue and expand programming for senior citizens and families
 - Strengthen relationships with CCSD, magnets, charters, and other educational institutions in Clark County by:
 - Re-establishing the Arts Bridge program
 - Creating programming where CFA students bring plays, concerts, & performances to elementary schools
 - Bringing elementary school students to UNLV campus for art workshops and CFA facilities tours (theaters, classrooms, studios)
 - Bringing Jr/Sr High school students to campus for performances, workshops, evening performances
 - Creating reciprocal relationships with CCSD/community college pipe-lines faculty- offer workshops taught by CFA faculty in their area of study - e.g. brown bag lunches & create a CFA faculty/CCSD teacher mentor program
 - Inviting CCSD faculty to performances with Talk-Backs
 - Developing a Music tutoring program (CFA Music students tutor elementary/jr high/high school students)
 - Developing mutually beneficial summer camp programming for students in art, design, film, dance, theater, music.
- Highlight the impact of the arts/arts community and engagement across the campus and in the city:
 - Work with Las Vegas Convention and Visitors Authority & Travel Nevada to gain stats about arts tourism related revenue generated for community
 - Work with Nevada Humanities, Nevada Arts Council, and Clark County Public Arts to determine and record student and alumni activity within state creative entities
 - Showcase on the CFA website information from the NEA artist workforce series on where the state of Nevada excels.
- Advocate for increased funding for the arts across the state and local levels:
 - Cultivate strong partnerships with elected officials, advocacy organizations, political funding groups, etc.
 - Advocate for funding in collaboration with partner arts organizations doing this work in our communities
 - Advocate for funding to support CFA outreach in our communities, particularly under-served communities

- Pursue funding to ensure broad inclusion for children from Clark County in our on-campus camps and programs
- Gather baseline data on advocacy by CFA (alone and with partners), and then track on an annual basis.

Goal 5: Create a culture of abundance with world-class physical and virtual spaces for teaching and creative practice, effective internal processes, and robust resources to support our mission

Measures of successful implementation include:

- Student, faculty, and staff satisfaction with physical and virtual facilities
- Faculty and staff satisfaction with UNLV and CFA administrative processes
- Maintenance problems addressed in a timely way
- Year-on-year enhancement of equipment and fabrication tools
- Student satisfaction with advising and student support
- Increased % of courses taught by full-time faculty
- Earned recognition of CFA within the university

Strategies and tactics:

- Recruit and retain the faculty, staff, and students necessary to implement and sustain excellence:
 - Treat PTIs with adoration and support
 - Implement a town hall for issues
 - Create an onboarding process for all new CFA employees: for faculty, classified and part time
 - Increase number of full-time faculty in CFA
 - Enhance availability of merit-based scholarships and other funding mechanisms that facilitate student involvement in CFA programs
 - Ensure the CFA Advising Office has sufficient staffing to provide effective student support.
- Enhance our virtual spaces and tools to better support teaching and creative practice:
 - Develop a case that leads to an annual budget for classroom technologies beyond what is offered from UNLV
 - Think innovation and what the college classrooms of tomorrow will require to support our learning and scholarship needs
 - Systematically maintain and improve equipment, fabrication tools, and other physical infrastructure vital to faculty, student, and staff work
 - Elevate the experience of digital courses (excellent faculty, unique ideas for presenting content)

- Create new degrees based entirely online:
 - Graphic Design
 - Digital Photography
 - Certificate programs
- Support development of the new building as well as renovation and refurbishment of existing spaces:
 - Create flexible spaces for instruction and collaboration
 - More opportunities/ spaces for student work to be exhibited/ installed
 - Upgrade our physical facilities and equipment to better reflect our role in creating new art research
 - Partner with industry leaders to prepare students for post-college opportunities
 - Leverage the new building to support student recruitment, community outreach, and enhancement of CFA's public profile.
- Secure the financial resources necessary to support our work through fundraising from external supporters and advocacy for the College on the university and state levels:
 - Maintain current donor relations
 - Increase efforts to obtain new donors
 - Expand effort to increase funding from University President/Provost/UNLV Foundation/Athletics
 - Increase effort to work with State Legislators to increase funding
 - Ensure grant writing and stewardship support is in place within CFA...Engage the Nevada Legislature and NSHE to gather support for CFA, including better pay for faculty and staff, for retention of world class instructors and more
 - Establish and grow an innovation fund to support:
 - artists-in-residence
 - interdisciplinary and transdisciplinary collaborations
 - acquisition of grant funding and administration and stewardship of grants.
 - Improve and maintain facilities and equipment as they directly impact student learning.
- Establish and maintain effective internal processes to support our mission:
 - Simplify/streamline college processes that are conducted regularly
 - Hold regular meetings with departments/administrative faculty that include a training segment on making the best use of current university-level processes
 - Bolster awareness of policies and procedures by increasing communication between Dean's Office and departments.
- Advocate for the College on the university level on a systematic and sustained basis to secure the support and approvals necessary for CFA to be highly effective:

- If possible hire a dedicated point person (Assistant Vice Dean) empowered to represent the College in these ways with the President's office, the legislature, NSHE
- Throw an annual thank you party/get-together for facilities and janitorial staff of the University and give them all season tickets to the PAC season. This will boost morale, activity and event attendance, while also touching base with the unseen and un-thanked Las Vegas community of blue collar workers whose children will all have the opportunity to be recruited to UNLV upon HS graduation, etc.
- Allotment of PAC season tickets to give out to Deans across the university to give out how they see fit to alumni, faculty, students and donors.