

**Strategic Plan Closeout Report: College of Arts + Architecture (CoA+A)**

CoA+A Goals	CoA+A Objectives	Complete or Ongoing	Status if ongoing - Carry Over or Abandon	Comments Examples listed are incomplete, for brevity. Complete details can be found in each unit's strategic plan highlights from 2015-2020.
<b>Goal 1</b> Present degree programs that align with emerging methods of scholarly practice in all arts and design disciplines at both undergraduate and graduate levels.	<b>OBJ: 01.01:</b> Complete national accreditation of all programs housed in the college.	Complete		All programs in the college are now accredited by their corresponding national organization and participate in required activities to sustain accreditation: 1. National Association of Schools of Art & Design (NASAD) 2. National Association of Schools of Dance (NASD) 3. National Association of Schools of Music (NASM) 4. National Association of Schools of Theatre (NAST) 5. National Architectural Accrediting Board (NAAB)
	<b>OBJ: 01.02:</b> Develop graduate programs in the arts that are distinguished by trans-disciplinary opportunities.	Ongoing	Carry Over revise objective statement as needed	Planning continues to establish an interdisciplinary MFA in "Arts & Civic Practice." The Dean submitted a Letter of Intent to Academic Affairs in spring 2020. An advisory group of interested faculty has been established, along with a working group of faculty representatives from each arts unit. Consultation is planned with the Center for Performance and Civic Practice
	<b>OBJ: 01.03:</b> Create post-professional, trans-disciplinary graduate research programs in architecture.	Complete		The Master of Science in Architecture was launched in 2019 and ongoing recruitment efforts will continue in order to support this non-professional degree track.
	<b>OBJ: 01.04:</b> Design and implement curricula to ensure that all undergraduate students have at least one interdisciplinary course experience in addition to general education.	Ongoing	Carry Over revise objective statement as needed	COAA 1101 - Student Success in Art, Architecture, Performance and Design was created in 2017 and enrolls all new first-year students in the college in their first fall semester. Other interdisciplinary or cross-listed courses have been created across the college; the college is currently exploring the option of an interdisciplinary minor in Arts and Community.
	<b>OBJ: 01.05:</b> Prepare cultural leaders by providing opportunities for students to practice leadership skills within each degree program.	Ongoing	Carry Over revise objective statement as needed	Each unit provides students organizations that provide a range of leadership opportunities. The CoA+A Majors Fee, implemented in 2016, supports paid internships and experiential learning opportunities for CoA+A students. The SoA launched the Integrated Path to Architectural Licensure (iPAL). In 2019-20, CoA+A Communications established and Arts Rep program that identifies one student per unit to liaise with and promote their unit. The college hopes to improve tracking and evaluation of experiential learning opportunities.
<b>Goal 2</b> Emphasize and demonstrate how diversity is central to our skill and cultural development.	<b>OBJ: 02.01:</b> Design and promote new collaborative degree programs, teaching platforms, and research communities that intentionally depend on collaborative teams.	Ongoing	Carry Over revise objective statement as needed	The CoA+A has pursued a range of collaborative initiatives and programs in the past five years. The interdisciplinary Music Theatre Certificate program was launched in 2018. A new BFA in Graphic Design was approved by the Board of Governors; it awaits final approval of the BFA by the US Department of Education (USDOE) by spring 2021. The college is currently exploring the option of an interdisciplinary minor in Arts and Community.
	<b>OBJ: 02.02:</b> Partner with global institutions to exchange cultural perspectives and contemporary practices in design and the arts.	Ongoing	Carry Over revise objective statement as needed	CoA+A units have engaged in a variety of programs abroad. The SoA established a 4th year spring semester in Rome. Other programs have taken students to Ireland, France, Goree Island (Senegal), Italy, Tokyo, and more.
	<b>OBJ: 02.03:</b> Develop new programs that motivate students to become curious about and receptive to diverse cultures.	Ongoing	Carry Over revise objective statement as needed	The college consistently offers a range of activities aimed at student engagement with diverse cultures, and is committed to increasing faculty diversity. Individual units have diversified curricula offerings; examples include African Diasporan dance, Odissi dance, and Black American Theatre.
	<b>OBJ: 02.04:</b> Expand our curriculum offerings to include field-based, international, and service engagements at all levels of our degree programs.	Ongoing	Carry Over revise objective statement as needed	The college has developed some field-based and community service projects and internships (Project Harmony - Music internship); however, the majority of these have been created and implemented through individual faculty in the units. Examples include the Dance in Community class (Dance), the People's Porch project (SoA) and a downtown mural project (Art & Art History).

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<b>Goal 3</b> Invigorate our environments through public programming and scholarship focused on design & the arts in the public interest.	<b>OBJ: 03.01:</b> Create programs, activities, and material products that positively impact the public lives of citizens.	Ongoing	Carry Over revise objective statement as needed	The college and its units present more than 100 unique performances, exhibitions, and lectures for the public each year, including programs out in the community. The college initiated and leads the Arts Impact Charlotte project which seeks to study, advocate for, and support the social impact of the arts locally. There are also numerous college-supported faculty teaching & research initiatives across all units that impact the community.
	<b>OBJ: 03.02:</b> Engage in collaborative, externally-funded research focused on how the arts and design help develop healthy communities.	Ongoing	Carry Over revise objective statement as needed	Faculty in the units have pursued and been awarded a number of external grants for research, teaching, and community projects with goals of healthy communities. Recent successful examples include the National Science Foundation grant with the Department of Geology and Earth Sciences and the National Endowment for the Arts grant with the Department of Sociology. The newly appointed Interim Associate Dean for Research and Graduate Programs will conduct an assessment of research activity in the college, support teams of faculty on research proposal development and grants administration, identify partnerships with other units on campus that align collaborative research efforts and healthy communities, and will coordinate with Research and Economic Development.
	<b>OBJ: 03.03:</b> Accelerate development of advanced digital technology programs that amplify public discourse and engagement in design and the arts.	Ongoing	Carry Over revise objective statement as needed	The Digital Arts Center (d-Arts) houses and leads digital initiatives in the college. d-Arts is a lively venue for collaborative, multi-disciplinary activity in four primary categories: digital fabrication, urban visualization, responsive environments, and performance.
	<b>OBJ: 03.04:</b> Expand all programs and courses of study with clear environmental objectives.	Ongoing	Carry Over revise objective statement as needed	In 2019-20, SoA launched a curricular overhaul process focused on climate change and sustainability imperatives. The college invited Dr. Michael Lizotte with UNC Charlotte's Green Office initiative to present to faculty and staff as the college seeks to improve sustainability on campus.
<b>Goal 4</b> Develop an innovative and supportive operational culture and systems to support the mission of the college.	<b>OBJ: 04.01:</b> Promote staff leadership and coordination of functional operations in key areas: advancement, communication, information technology, recruitment, academic support, student services, and creative use of college resources.	Complete		New/redesigned positions were created for a Director of Collaborative Works, Director of Galleries, Director of Major Gifts, Assistant Dean for Advising & Assessment, and Marketing Specialist. The University's OneIT initiative has lead to restructuring of the college's IT unit.
	<b>OBJ: 04.02:</b> Activate a system of advisory councils at college and unit levels with strong programming and interconnectivity.	Ongoing	Carry Over revise objective statement as needed	The college leadership team is planning for the formation of a board and its constitution, purpose and bylaws. Most units have active student advisory councils that meet regularly with the Chairs/Director.
	<b>OBJ: 04.03:</b> Design a fixed set of alumni events and coordinate communications with and for college alumni.	Complete		The CoA+A Distinguished Alumni Award Celebration was launched in 2016 and has become an integral part of the CoA+A annual cycle each spring. Programming includes opportunities for students and faculty to talk with and learn from their unit's honoree.
	<b>OBJ: 04.04:</b> Connect with community partners and community initiatives through innovative programming, experiential learning, and collaborations.	Ongoing	Carry Over revise objective statement as needed	The college has many examples of collaborative programming with community partners, including a paid internship program for students with local cultural institutions, annual large scale performance projects with Central Piedmont Community College, the Scholastic Art Awards with regional schools, and an annual film series with the Bechtler Museum of Modern Art.