

TO ADVANCE **HUMAN CREATIVITY**

UNIVERSITY OF THE ARTS

STRATEGIC PLAN

2019 – 2022

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The University of choice for creators.

The University of the Arts is the only arts school with university status in the country dedicated solely to the visual and performing arts, design and writing. We are the only arts university in the U.S. that allows students to collaborate across traditional lines; painters can minor in piano, dancers can study film, guitarists can take classes in screenwriting. We are the largest arts university in Philadelphia, with more students studying the arts than at any other college of art or art school in the city.

UArts is the home of nationally recognized programs. Our School of Dance houses the largest undergraduate dance program in the nation, and is ranked No. 4 in the country by college.com. Our Music Business, Entrepreneurship + Technology program is ranked No. 9 in the country by Music School Central just five years after its founding, and our "Z" Big Band was ranked No. 1 for two consecutive years by *DownBeat* magazine. This year, we have launched the nation's first PhD program in Creativity, and we are home to more than 30 undergraduate programs and 15 graduate programs that produce leaders and award-winners across every discipline each year.

Innovative education for more than 140 years.

Established in 1876, the University was formed by the merging of two century-old institutions: Philadelphia College of Art and Philadelphia College of the Performing Arts. After being granted university status in 1987, the University of the Arts became the largest institution of its kind in the nation, offering programs in design, fine arts, media arts, crafts, music, dance, theater and writing.



|| STRATEGIC PLANNING PROCESS

Our Core Values | 2016

IDENTIFYING OUR CORE VALUES

In 2016, soon after his arrival on campus, President David Yager engaged the UArts community in the process of identifying its Core Values. Committed to the importance of Core Values as the guiding principles of any university, the president used the established UArts Mission as a foundation, as well as a launching point for articulating the Core Values that would further define the University's culture, identity and vision, as well as lay the foundation for a Strategic Plan. Over 200 faculty and staff contributed suggestions and input, and more than 150 participated in a Town Hall meeting and discussion to further refine our Core Values.

CORE VALUES

Integrity and 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 and 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 and 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.

Strategic Conversations | 2017

In the fall of 2017, our strategic planning work began with a faculty and staff retreat devoted to Strategic Conversations. On Friday, October 27, 2017, over 100 faculty and staff from across the university gathered for a day of strategic conversations to consider two primary questions:

How does the university become the place of choice?

and...

What do we need to do—what changes must we make—to get there?

From this day of Strategic Conversations, the University identified four Shared Priorities:

- Improving physical spaces and facilities to support student success
- Improving our communication both internally and externally
- Designing flexible programs that evolve with changes in creative industries
- Preparing students for successful, creative lives



Strategic Planning | 2018



In the late spring of 2018, the Office of the President transitioned and assumed the oversight of the strategic planning process from the Office of the Provost. In the summer of 2018, a call for nominations to serve on a Strategic Planning Committee was issued to all faculty and staff by the President, and the group was charged:

Our charge is to unify and synthesize the strategic proceedings that have already begun, and develop a strategic framework that will guide our work over the next three to five years in becoming The Place of Choice. We aim to develop a plan organized by four central pillars:

- Supporting student success by strengthening the student experience***
- Investing in our faculty as leaders within their fields***
- Improving our campus and facilities through strategic capital improvements***
- Investing in innovative programming***

The Strategic Planning Steering Committee serves as an advisory body, representing the views of faculty and staff across the university. Working together, we will identify what the university must invest in to become The Place of Choice.

Over 40 faculty and staff were nominated, all nominees were invited to participate, and over 40 accepted their nominations to serve. Additionally, a smaller steering committee with two co-chairs and a Board of Trustees' representative was convened to lead the group.

Strategic Planning Committee Members

Erin Elman*, Dean of the College of Critical & Professional Studies (co-chair)

Shelton Walker*, Assistant Vice President for Special Projects (co-chair)

William Gast*, Trustee Representative

Maurice Baynard*, Assistant Professor, Critical & Professional Studies

Tracy Bartholomew, Director of the Center for Teaching & Learning Assessment

Justin Bernard, Lecturer and Shop Supervisor, School of Design

Mariann Cardonick, Assistant Vice President for Student Financial Services

Mary Louise Castaldi, Reference Librarian, University Libraries

Amy Dugas Brown, Head of Theater Management and Production, School of Theater

Donna Faye Burchfield, Director of the School of Dance

Elizabeth Carter, Access Services Librarian, University Libraries

Stephen Cirino, Senior Lecturer, Music Business, Entrepreneurship + Technology

Marc Dicciani, Dean of the College of Performing Arts

Melissa DiGiacomo, Director of Continuing Studies Operations

Rosi Dispensa, Director of Pre-College Programs

Gigi Giusto, Student Affairs Coordinator

Beck Gusler, Associate Director of Operations, Student Financial Services

Shayla Vie Jenkins, Assistant Professor, School of Dance

Michael Johnson*, Director of Music Business, Entrepreneurship + Technology Program

Elise Juska*, Associate Professor, Creative Writing

Jeffrey Kisler*, Registrar

Neil Kleinman*, Director of the Corzo Center for the Creative Economy

Heeseung Lee*, Assistant Vice President for Admissions

Len Lipkin*, Director of Information Services, Office of Technology and Information Services

Sara MacDonald, Public Services Librarian, University Libraries

Matthew D. Manhire, Assistant Professor, School of Music

Anne Massoni, Associate Professor and Director of Photography Program

Paul Matteson*, Assistant Professor, School of Dance

Emily Mattingly, Director of the School of Critical Studies and Director of First Year Writing

Jennifer McGinn, Associate Director, School of Dance

Larry Mitnick, Co-Director of Core Studies Program, College of Art, Media & Design

Rhonda Moore, Student Financial Services Counselor

Lexi Morrison*, Title IX & Diversity Administrator, President's Office

Caitlin Perkins, Director of Continuing Ed & Special Programs

Karen Pollard, Visiting Assistant Professor and Museum Studies Coordinator

Som Prasad, Director of Web & Digital Strategy, Enrollment Marketing

Joe Rapone, Interim Dean of the College of Art, Media, & Design

Angela Riechers*, Associate Professor and Director of Graphic Design Program

Jordan Rockford, Assistant Director of Faculty Outreach and Support, Advising Center

Rebecca Sack*, Assistant Professor and Director of Fine Arts, School of Art

Mara Scrupe, Professor, Fine Arts

Fadi Skeiker*, Associate Professor, School of Theater

Lori Spencer, Associate Professor and Director of the School of Art

Erik Van Horn*, Associate Professor and Director of Game Art Program

Sheila Watts*, Associate Dean of the College of Critical & Professional Studies

Jesse Zaritt, Assistant Professor, School of Dance

*denotes member of Steering Committee

Revising the Mission Statement

Together with the president, the committee leadership determined that in order to devise a strong strategic plan, we must first have a concrete, aspirational and defined mission statement. This prompted review of our mission statement, which ultimately led to revisiting and re-writing the entire statement.

To revise the mission statement, as well as identify the strategic goals and objectives of the University, the strategic planning group convened over 10 meetings, including student and alumni focus groups, throughout the fall and winter. The entire Strategic Planning Committee, senior leadership, alumni and students were engaged in the process. An external facilitator was engaged to assist the Strategic Planning Committee in its work.

Approval Process

In January 2019, a draft mission statement was forwarded to the president and senior administrative and academic leaders for review. The statement was then forwarded to the Board of Trustees for review. The following statement received approval from the Board of Trustees in January 2019, and will be submitted to the Middle States Commission on Higher Education in March of 2019 for final approval.

The Strategic Planning Committee and Steering Committee simultaneously led the development of the University's strategic goals and objectives to form the Strategic Plan for the University of 2019-2022. The goals were first shared with the University community at a Town Hall meeting in November, 2018. The final goals and objectives were then presented to the president and his council in December 2018 and approved in January 2019. The Strategic Plan, along with the new Mission Statement will be shared with the University community in February 2019.





||| OUR STRATEGIC PLAN



TO ADVANCE HUMAN CREATIVITY

OUR MISSION STATEMENT

The University of the Arts is dedicated to advancing human creativity in an increasingly complex and technology-driven world.

We believe creativity is the true catalyst for social and economic change and the most essential skill for success in today's society.

We deliver a diverse curriculum, grounded in critical inquiry and creative practice, which enables students to both explore and transcend different artistic disciplines.

We are committed to being the place of choice for thinkers, doers and dreamers—a constantly evolving university devoted to the art and science of creativity for a better world.

Note: As of January 2019, the Mission Statement has received all internal approvals, but is still pending approval from the Middle States Commission on Higher Education.

Our Strategic Goals

- 1** Cultivate an exceptional creative community.
- 2** Create a university that is relevant.
- 3** Align our infrastructure with our vision.
- 4** Forge a thriving business model.
- 5** Deepen our partnerships and collaborations within the Philadelphia region.
- 6** Tell our story effectively.

Our Strategic Objectives

1. Cultivate an exceptional creative community.

- Foster creativity, research and innovative modes of interaction by supporting university-wide initiatives.
- Ensure students have flexibility and choice within their academic experience.
- Ensure safety, sustainability and accessibility within the university.
- Prioritize the value and promotion of human creativity throughout our research, programs and community.

2. Create a university that is relevant.

- Continually evaluate our programs to ensure they deliver a diverse curriculum grounded in critical inquiry and creative practice relevant to today's society.
- Invest in and value diversity in people, ideas, perspectives and experiences.
- Prioritize diversity, equity and inclusion within our programs.
- Incentivize scholarship and creative practice centered on new ideas, concepts and global perspectives.
- Increase diversity in representation among our faculty, staff, students and leadership.
- Provide internship opportunities to all students who want them.

3. Align our infrastructure with our vision.

- Define our organizational structure, facilities and infrastructure with input from faculty and staff in support of student success.
- Ensure our facilities and infrastructure reflect both enrollment needs and programmatic aspirations.
- Ensure safety, sustainability, and accessibility within the university.

4. Forge a thriving business model.

- Identify the right size for the university and all of its departments and units.
- Attract a sufficient number of right-fit students.
- Ensure resources align with strategic goals.
- Align our revenue with our cost structure.
- Elevate customer service through intentional cross-departmental training and awareness.

5. Deepen our partnerships and collaborations within the Philadelphia region.

- Identify and support strategic partnerships and collaborations that will enhance the educational experience of our students, prioritizing those with our neighbors on the Avenue of the Arts and Rittenhouse Square.
- Develop strategies and outreach to build local audiences for our public programs.
- Ensure the opportunity for community engagement for every student.

6. Tell our story effectively.

- Capture our value proposition.
- Amplify our visibility.
- Ensure consistency and continuity.



THE UNIVERSITY OF THE ARTS

DORRANCE HAMILTON GALLERY AT UArts

THE UNIVERSITY OF THE ARTS

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Our Next Steps

The president and his council will create and lead an implementation plan to identify and enact initiatives that support the strategic goals and objectives.

learn more about our process:
uarts.edu/strategicplan

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The Place of Choice.

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