Strategic Plan • 2013-2018

Summary

Vision
To be an internationally recognized leader in interdisciplinary art and design education grounded in research, creative excellence and community engagement.

Mission
Produce the next generation of globally competent creative professionals who are capable of responsibly engaging and collaborating with professionals in a wide variety of fields and cultural contexts to address the challenges of our times.

Core Institutional Values
• Diversity
• Community engagement and social relevance
• Global outlook and relevance
• Career and professional development

Strategic Goals
GOAL: Visibility
Increase and enhance the visibility, reputation and reach of the School, nationally and internationally in order to attract the strongest and most suitable candidates to our program; create more opportunities for faculty and students to make our work public and visible to the broader context we work in; and cultivate a sense of pride within our network of alumni.

Objectives
• Develop branding to define our strengths, focus our message and position our programs.
• Establish our institutional presence in national and international art/design communities through publications, conferences, exhibitions, forums, etc.
• Build community pride and encourage personal ambassadorship for the School among our faculty, students, staff, alumni and visitors/friends, particularly among ‘Key Influencers’.
• Invest in internal community building opportunities for existing student body, staff, and faculty.
• Establish a robust, highly visible, well-attended exhibition and performance program that foregrounds our mission, provides opportunities for our students, and serves to build our local, national and international community and network.
• Create Center / Program in key areas to position and promote the School.
• Consider role of ‘star faculty’ to attract visibility within their fields of study.
• Create an A&D imprint / publication.

GOAL: Organization
Develop and sustain a responsive and efficient organizational structure and appropriate resources and processes that support the School’s strategic objectives.

Objectives
• Assess and determine optimal size of the School for planning purposes.
• Enact transparency for all organizational processes.
• Create an integrative process and structure for leadership and committee coordination.
• Evaluate current spaces with the goal of creating well-equipped, adaptable spaces for instruction and other needs.
• Create staff and faculty handbooks to guide governance and processes.
• Develop facilities to increase administrative effectiveness and promote interactions between staff, faculty and students.
• Increase revenue streams through development of new programs.
• Set clear financial goals and establish contingency funds.
• Plan and work towards a new building.

GOAL: Creative Practice and Research
To establish creative practice and research of our faculty, staff, and students as a key institutional imperative that is imbued in our curriculum within the context of a research university so as to raise our national and international profile and increase our research resources and revenues.

Objectives
• Research capacity building: focus on the training, funding, infrastructure, and linkages required to develop research.
• Develop a plan to and increase visibility of Stamps School research and creative practice within and beyond the university.
• Increase the number of research-active members of our School and enhance the value of creative practice and research in our programs.
• Promote the belief that creative practitioners have a role in the generation and application of new knowledge.
• Facilities: the construction of spaces that would more readily allow the flow of ideas and the sharing of work, so that individual creative practice and research become more visible.
GOAL: Admission and Recruitment
Recruit, admit and retain top students from around the world in the Stamps School of Art and Design.

Objectives
• Improve diversity among the student body by increasing the enrollment and retention of underrepresented minorities.
• Increase the national footprint of our recruitment efforts
• Increase the international footprint of our recruitment efforts.
• Increase the percentage of credit hours taught to and numbers of non-majors at U of M
• Mentor, motivate and retain our freshmen/sophomore students and convert non-major students to BA or BFA programs or commit them into taking more of the core courses offered by the Stamps School.
• Increase visibility of the Stamps School programs among potential students.
• Develop a pipeline of middle and high school students for admission through summer programs

GOAL: Assessment and Evaluation
Develop sustainable, dynamic, and standards-based systems for assessing institutional effectiveness, student achievement, and employee performance.

Objectives
• Establish a baseline for assessing student achievement by developing and implementing School-wide instructional objectives that map student learning.
• Establish evaluation systems that assess student potential for and achievement in attaining overarching instructional objectives.
• Establish sustainable employee evaluation processes that assess abilities to meet institutional objectives, provide meaningful feedback to maintain and improve performance, and encourage professional development.
• Establish sustainable and realistic processes that assess institutional effectiveness and success in meeting stated mission and goals and ensure periodic review and modification (as needed) of all evaluation/assessment processes (instructional, employee, institutional).