

2023-2029 STRATEGIC PLAN

UNIT/DEPARTMENT/COLLEGE/DIVISION: College of Fine Arts and Communication



I. Background

Texas State University has historically developed an extensive strategic plan to address the long-range vision, mission, goals, and expectations of what the university should become by the end of the planning cycle. To make sure that critical concerns receive full attention in the near future, the president has highlighted a series of University Imperatives: elevate student success; advance to Carnegie R1 status; increase global and online enrollment; grow the Round Rock Campus; and reduce administrative burdens. These imperatives, included as initiatives in the 2023-2029 Strategic Plan, require the full attention of the entire university community in developing an operational plan to ensure progress and attainment of these imperatives in a timely manner.



II. Instructions

1. Continue to consider long-range strategic actions, for the upcoming six years, that your unit, department, college, or division can contribute to the university as a whole. Pay special attention to any actions that address the University Imperatives and note that actions contributing toward the University Imperatives will receive greater consideration for funding.
2. It is anticipated that this strategic plan will be updated in two years to coincide with the Texas legislative session rather than at the

mid-cycle (three year) point as has been done in the past. Therefore, actions that are intended to be completed in the near future (within two years) should be described in greater detail. Think of these actions as milestones for completing your long-range strategic plans.

3. Please note that strategic actions are not always adding programs and processes; strategic actions also include deleting, discontinuing, or reframing programs and practices. You may want to include action plans to reallocate resources and reposition activities to better utilize resources toward more productive ends.
4. Continue to add your strategic actions on this *2023-2029 Strategic Plan* template under each goal in order of priority for your unit, department, college, or division. Funding priority will be given to the highest-ranking actions, yet please note that not all highest-ranking actions may be approved. Items ranked lower on your list of actions for each goal and your overall priorities may receive authorization and funding over higher ranked items.
5. In addition to stating your mission and explaining your planning process, describe the proposed actions as clearly as possible; provide a reasonable timeframe for developing and implementing these actions; provide a rough estimate of the new resources required, expected cost, and source of revenue while knowing that a more detailed plan and budget will be worked out before authority to proceed is granted; establish realistic and measurable assessment criteria or key performance indicators to measure progress toward the achievement of the action; and link the proposed action to the appropriate initiative in the 2023-2029 Strategic Plan.



III. Mission Statement

State your administrative unit/department/college/division mission statement.

Our mission is to advance human expression through the fine arts and communication, preparing students to think critically, enrich society, engage with diverse perspectives, and develop rewarding careers. We:

- **Provide** transformative opportunities that empower graduate and undergraduate students to complete their degrees and become responsible, engaged citizens.

- **Make** significant teaching, research, and creative contributions that define us as a destination for faculty, students, staff, and audiences.
- **Foster** a constructive workplace environment that encourages and facilitates the contributions of all individuals.



IV. Process

Explain, in a brief paragraph, the process used to develop your plan, including the nature and extent of faculty and staff involvement.

During the fall and first half of the spring, each unit worked on their specific plan. By the end of March, each unit submitted their plan to the Dean. During April, at College Council, discussed general College priorities. During first week of May, the Dean met with each chair/director to discuss their unit's specific priorities. During second week of May, disseminated and discussed a draft of the College plan with College leadership team before final submission on May 15.



V. Action Plans Related to University Goals and Initiatives

University Goal 1: Supporting Student Success

- 1.1 Expand efforts supporting academic preparedness and excellence
- 1.2 Strengthen student engagement, sense of belonging, and wellbeing
- 1.3 Increase support for graduate students
- 1.4 Enhance career and post-graduation success
- 1.5 Build student success infrastructure

Area	Planned Actions	Timeframe	New Resources	Expected Cost	Source of Resources	Assessment Criteria	University Initiative
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Strategic Planning Template 5

(Dept., Unit, College, or Division)		(of development and implementation)	<u>Requested</u> (personnel, facilities, and operational funding)		(new, reallocation of existing funds, fee, philanthropic, etc.)	(outcome when achieved or key performance indicator)	
Art & Design	Equipment for Expanded Media and Photography programs Multidisciplinary Innovation Lab Expansion	Fall 23 and 24 Fall 24 and 25	Equipment	\$50,000 per yearx2 \$ 250,000	HEF, ACC, Dept. M&O	Increased student success and job placement	1.1
Theatre and Dance	Smart classrooms for THEA 106, 116, 200, 216 and Jowers B140, B165 Dance Trainer and Space	Fall 23 and Fall 24 Fall 24 or 25	Projectors, screens, and/or instructor computer Renovate Jowers to create a wellness / training / pilates room	\$20,000 per room TBD	HEF, ITAC, Dept. M&O HEF, University	Meet educational needs of students, make class material more accessible, meet learning outcomes, and make rooms multifunctional	1.5
SJMC	Equipment Updates for Live Oak and Sports Production	Fall 24 and 25	Equipment	\$50,000 per year x2	HEF, Dept M&O	Increased student success and job placement	1.1
Comm Studies	Increase the reach of Comm Lab	Fall 24	Personnel	\$20,000-\$40,000	SSF or university	Increased usage by students across campus	1.1

Art & Design	Art Pre-college High School program	Summer 2024	Personnel and course materials	\$25,000	Self-generating	Increased yield and retention	1.1
All	Advocate for master's level graduate tuition fellowships (at least partial); most acute need is Theatre M.F.A. and M.M. in Music (as both annually are rejected by their top recruits due to other schools covering tuition)	ASAP	Tuition Fellowships	\$500,000 (\$5000 fellowships for 100 students)	University	Increased enrollment by top recruits and international students	1.3

University Goal 2: Advancing Academic Excellence

- 2.1 Increase enrollment at all levels with emphasis on international, transfer, online, and graduate students*
- 2.2 Offer new and innovative academic programs that meet the economic and cultural needs of the state*
- 2.3 Expand degree programs and infrastructure to increase enrollment on the Round Rock Campus*
- 2.4 Invest in faculty excellence by increasing the capacity and development of all faculty*

Area (Dept., Unit, College, or Division)	Planned Actions	Timeframe (of development and implementation)	New Resources Requested (personnel, facilities, and operational funding)	Expected Cost	Source of Resources (new, reallocation of existing funds, fee, philanthropic, etc.)	Assessment Criteria (outcome when achieved or key performance indicator)	University Initiative
Theatre	Film Production Degree (B.F.A.)	Fall 2024	2 Tenure lines, 1 staff, and equipment	NEED	University	Increased enrollment; consistent job placement	2.2
Music	Commercial Music degree (B.M.)	Fall 2025 or 2026	Faculty, equipment, and facilities	TBD	University	Increased enrollment; consistent job placement	2.2

Art and Design	Animation Degree (B.F.A.) F	ll 2025 or 2026	Faculty, equipment, and facilities	TBD	University	Increased enrollment; consistent job placement	2.2
Comm Studies and SJMC	Add online option for B.A. degree (Comm and SJMC); add B.S. option (Comm); add Pre-Law minor (Comm); offer online MA certificate in Corporate Comm and Training (Comm); explore online MA in Strategic Communication (and related fields) (SJMC)	Fall 2024	Personnel as enrollment grows.	NA	Via DTAs, the proposed PhD provides the additional teaching power	Increased enrollment; consistent job placement	2.1
Theatre Dance, and Art	Online/Summer M.A. in Theatre, Dance and/or Art Education	Fall 2025 or 2026	Faculty	TBD	University/ Online enrollment	Increased enrollment; consistent job placement	2.1
SJMC Music	Public Relations degree in Round Rock (with possible Health Comm minor); Music Therapy Degree in Round Rock or San Marcos	PR=Sp 24; Music Therapy Fall 25 or 26	Faculty	1st PR position approved; Music Therapy need \$20K consultant fee to devise curriculum and budget	University	Increased enrollment; consistent job placement	2.3
<p>University Goal 3: Expanding Discovery, Innovation, Creativity, and Research</p> <p><i>3.1 Position Texas State University to achieve Carnegie R1 status</i></p> <p><i>3.2 Target and secure multi-year and multimillion-dollar awards to increase and diversify the university's research portfolio</i></p> <p><i>3.3 Enhance the university's intellectual property (IP) portfolio and commercialization efforts</i></p> <p><i>3.4 Build relationships with private sector, industry, government, and educational partners</i></p>							

Strategic Planning Template 8

Area (Dept., Unit, College, or Division)	Planned Actions	Timeframe (of development and implementation)	New Resources Requested (personnel, facilities, and operational funding)	Expected Cost	Source of Resources (new, reallocation of existing funds, fee, philanthropic, etc.)	Assessment Criteria (outcome when achieved or key performance indicator)	University Initiative
Comm Studies and SJMC	Ph.D. in Communication	Offer starting Fall 2025; first cohort of 8 graduate by 2029	2 Tenure-track lines; Graduate Teaching and Research Assistants; Office Space; M&O	\$4,461,000 =5yr total	University	8 doctoral degrees awarded per year with job placement	3.1
Art & Design plus univ. partners	Center for Research and Teaching in Creative Computing	Start with post-doc in Fall 2023	Post-doc; initial space in Alkek	\$60,000	Post-doc catalyst program	Secure external funding (grants and philanthropy) to continue and build out.	3.2
Theatre Art and Design	Film and (eventually) Animation partner with Hill Country Studios	Fall 2024 onward	Poss. LED Wall	NA	Legislative appropriation for Virtual Production	Internships; consistent job placement	3.4
SJMC	Digital Media and Everyday Life Lab	Sp 24 onward	Space, equipment, and post-doc or GRAs	NA	Initial funding approved via faculty start-up package; subsequent via grants	Peer- reviewed publications and securing grants	3.2

Comm Studies	Center for Civic and Community Engagement	Fall 24 or 25	Funding for research assistants	TBD	Grants	Peer- reviewed publications and securing grants	3.2
<p>University Goal 4: Enriching Community, Collaboration, and Partnerships</p> <p><i>4.1 Enhance the regional, national, and international reputation of the university</i></p> <p><i>4.2 Build community relations, collaborations, and partnerships with external stakeholders</i></p> <p><i>4.3 Increase engagement in activities and programs that promote a welcoming community and a sense of belonging</i></p>							
<u>Area</u> (Dept., Unit, College, or Division)	Planned Actions	<u>Timeframe</u> (of development and implementation)	<u>New Resources Requested</u> (personnel, facilities, and operational funding)	Expected Cost	<u>Source of Resources</u> (new, reallocation of existing funds, fee, philanthropic, etc.)	<u>Assessment Criteria</u> (outcome when achieved or key performance indicator)	University Initiative
Theatre	Handicap Button for front Door of Theatre Building •Improve elevators: minimum needs better lighting and speed	Fall 23	Renovation	TBD	HEF	All building visitors have improved access to the buildings and	4.2

						the facilities therein.	
All	Increase online offerings	Fall 23 onward	Personnel as online enrollment grows	TBD	University/ Online enrollment	Increased enrollment of non- traditional students and stop-outs	4.3
SJMC	Re-launch SJMC Advisory Board	FY24	NA	NA	Dept M&O as needed	Increased interaction between alumni and students	4.2
Comm	Re-launch Comm Advisory Board and Comm Week	FY24	NA	NA	Dept M&O as needed	Increased interaction between alumni and students	4.2
Music, Dance, Theatre, and Art	Robust season of music, theatre, and dance performances and art exhibits	FY24 onward	Production and marketing support	TBD	SSF; Box Office	Increased attendance at events	4.3
All	Re-invigorate Guest artist/Lecture series	FY24	Stipends for guest professionals and travel	TBD	Reed Parr, Dept. M&O, Univ Lecture series, Philanthropy	Increased student attendance at events with guest professionals	4.0

University Goal 5: Developing Infrastructure and Resources*5.1 Position Texas State University as an employer of choice**5.2 Provide infrastructure befitting a Carnegie R1 university**5.3 Simplify administrative processes to increase efficiency**5.4 Pursue innovative approaches to revenue generation and budgeting*

Area (Dept., Unit, College, or Division)	Planned Actions	Timeframe (of development and implementation)	New Resources Requested (personnel, facilities, and operational funding)	Expected Cost	Source of Resources (new, reallocation of existing funds, fee, philanthropic, etc.)	Assessment Criteria (outcome when achieved or key performance indicator)	University Initiative
Music	New Music Building	Ongoing	New Building	\$80M +	Philanthropy and HEF	State-of-the-art facilities, including room to add new degrees.	5.2
All	Advocate for new staff	FY 24	Personnel	TBD	University	Improved morale and efficiency	5.2
JMC	Establish Rate card for Live Oak rentals	FY 24	NA	NA	Self-generating	Increased use for "external" users; revenue generation	5.4
Art	Summer camps for both children and adults	Summer 24	Personnel, Supplies	TBD	Self-generating	Enrollment of campers, both youth and adult; revenue generation	5.4

SJMC	Hire Digital Media Staff member	Fall 23	Personnel	\$50,000	Position approved; funding via ECF	Improved digital content	5.2
Theatre Dance,	Renovate performance, production, and rehearsal spaces; enhance technology therein to ensure they are at least in line with current production practices. <ul style="list-style-type: none"> •HIGH: Mainstage theatre in the Theatre Center •HIGH: Theatre Center room 200: soundproof and add track with curtains to cover mirror. MID: Convert Jowers racquet ball courts into a combo lab and performance space for dance •MID: Theatre Center costume craft room: needs ventilated and spray booth for safety/ dye vat. •MID: Theatre Center shops (costume, scenic, props): add vertical storage, replace aging machines, add new machines for increased class sizes. 	Mainstage: 1-3 years. THEA 200: 6 mo-1 year Jowers RB conversion: 3-5 years	Renovation of existing facilities and new facilities	Mainstage: TBD: THEA 200: TBD approx. \$50,000 THEA prod spaces:TB D Jowers RB court: TBD	HEF	<ul style="list-style-type: none"> •Improved production values •Greater success in recruitment of faculty and students •Increased ticket sales 	5.2

VI. Planning Priorities

Using university goals and initiatives as a guide, list and briefly describe up to five top priorities from your planned actions for the 2023-2029 planning cycle and indicate the university goal/initiative to which the unit’s action is linked.

1. Communication Doctoral Program: Featuring faculty and resources from both Communication Studies and Journalism

and Mass Communication, the College will establish a doctoral program in Communication that takes a comprehensive approach to equip the next generation of communication scholars with knowledge of communication theory and research so that they may ask innovative research questions about the nature of communication in personal, professional, and public venues in order to meet the high demand job needs at the state and national level. This program complements and supports the university's mission and strategic plan by expanding graduate programming toward becoming an R1 University by producing highly trained researchers who translate theory into application that will make a fundamental difference in people's lives. We will devise a program, supported by appropriate faculty (including faculty time for research and mentorship), research space (BioCOMM Lab, Digital Media and Every Day Life Lab, the Communication Lab, and the Media Innovation Lab), research initiatives (Civic and Community Engagement; Crisis and Resilience Communication), and instructional space, that offers rigorous coursework and applied teaching (graduate teaching assistants; Teaching and Learning Academy) and research experiences to prepare doctoral students for successful careers as teachers and researchers. The major cost is Doctoral Teaching Assistants (which would help cover the teaching needs of the undergraduate growth plans outlined in section 3, item 4). The CIP code will mark it as a Humanities Ph.D., and by combining the teaching power (and job market demand) of both Communication Studies and Journalism and Mass Communication we will typically graduate 8 doctoral students per year. (Based on the current Carnegie formula, 8 Humanities doctoral degrees would have moved us 174 to 158 in the last classification cycle.) The typical student will spend 4 years in the program, though some may graduate sooner. (University Goal 3)

2. Undergraduate Degree (B.F.A.) in Film Production: Based on advice from a previous AVP of Curriculum Services, Theatre created a Film Concentration in 2019 as a no cost program. The initial 2 tenure-track faculty were lines re-purposed from other retirees in the department. Student demand has exploded, and with Hill Country Studios projected to open in San Marcos, demand is only going to further increase. As such, it is time to formally make Film into its own degree program, which will also coincide with a proposal to rename the Department of Theatre and Dance into the School of Theatre, Dance, and Film. With just over 1000 majors and annually ranking as the 2nd-6th largest theatre program in the country, the designation as a school is appropriate. (University Goal 2)

3. Undergraduate degree (B.M.) in Commercial Music on the San Marcos campus. This would be a highly popular degree with possible tracks in Performance (vocal and instrumental), Music Industry/Entrepreneurship/Innovation, Audio, Composition/Arranging, and Songwriting. In addition to our existing Jazz and Latin Music programs, the commercial music degree could provide instruction in popular music, country, and other styles (e.g., conjunto, banda) that offer viable musical careers in Central Texas. Our proximity to recording studios and live music venues in Austin—the “Live Music Capital of the World”—means that there is an existing market for well-trained commercial musicians. Students in this program also could discover internship and career opportunities within the region's expanding film industry. The addition of this degree could be beneficial for fundraising for the new Music Building, which will require specialized spaces to house this degree. (University Goal 2)

4. Undergraduate Degree (B.F.A.) in Animation: This is a high job demand field. (Sam Houston State has 200 animation majors, and their

Dean told me they could easily have 150-200 more if they had the resources.) This degree would also align with the needs of Hill Country Studios as that entity will include at least two Virtual Film Production Sound Stages. If there is a Legislative appropriation for a Virtual Film Production Institute at Texas State, this would move up. Main issue is the Art and Design building does not have the space to add the necessary computer lab/classrooms that such a program requires. (University Goal 2)

5. Undergraduate degree (B.M.) in Music Therapy on the Round Rock and/or San Marcos campuses. Before committing to a degree program, we will consult with individuals who run and/or have created music therapy degree programs. For a \$20,000 consultancy fee, these experienced professionals will assist in the development of a program (curriculum and budget), ensuring that the degree meets accreditation standards of the National Association of Schools of Music and American Music Therapy Association. A key component to success is having access to clinical placements, but with TXST's existing connections in the health field—and no similar academic program in the region—this condition can be met. In addition to traditional music therapy jobs, there is a growing need for music therapists who focus on veterans and/or PTSD. The possible addition of a VA clinic in Round Rock and several established VA facilities in San Antonio make this degree even more viable. Likewise, the veterans/PTSD focus offers potential for grant opportunities. (University Goal 2)