

**Illinois State University  
College of Fine Arts  
FY18 Planning Document**

**I. Major Objectives for FY18**

**1. Enrollment:**

**Strategic Plan 2018-2023/Strategic Enrollment**

These are challenging times for higher education in the state of Illinois and across the country. Illinois continues to be without an immediate budget resolution in sight. Not having a state budget for FY16 and FY17 has added to the uncertainty that College of Fine Arts administrators, faculty, and staff feel going into the planning process for FY18.

Competition from other universities in and out of state; a reduction of college age students anticipated in the Midwest; and shifts in student habits and interests has motivated the College of Fine Arts to study its enrollment goals, curricular offerings, and marketing position in relationship to aspirational peers. The college's enrollment has been stable, with 1080 first majors and an additional 44 second majors. These numbers are impressive, since recruiting fine arts students is highly competitive and increasingly requires competitive recruitment scholarships. Also, fine arts curriculum requires intense individual and group instruction, most often in discipline-specific classrooms. Many of the college's buildings, classrooms, and offices are inadequate or are in poor condition. How this appears to parents and prospective students, and its impact on successful recruiting, is an ongoing concern for the college.

Nevertheless, due to the ambitious efforts of the advisors and directors in the college, and a new tool to facilitate applications for performing arts students (*Accepted*), enrollment in the College of Fine Arts looks promising. As of March 2017, college applications for fall 2017 are strong, especially in the School of Theatre and Dance (up 30%) and the School of Art (up 13%). The Arts Technology Program's enrollment continues to increase, and with its cross-disciplinary links to the School of Arts's growing graphic design and expanded media programs, will present attractive options for students.

The college has a 5-year goal of growing to 1500 majors (additional 82 students each year).

For FY18, goals include:

- increasing enrollment to 1170 majors (includes 82 new students).
- increasing the college's diversity in recruitment practices through leveraging existing relationships in Chicago Public Schools, as well as enhancing retention and support of continuing students.
- continuing to recruit in selected out-of-state markets, targeting dance, technical theatre, graphic design, expanded media, and arts technology students.
- increasing international students through INTO and with OISP-CFA agreements with specific universities in China, Nigeria, South America, and others.

- sustaining the high persistence rate among fine arts majors.
- growing the participation of fine arts majors in the Honors Program (currently 11% fine arts majors; 16% music majors).
- developing marketing materials for prospective students that highlight the college's diverse students, programs, and opportunities for internships and study abroad.

These goals are aligned with *Educating Illinois* Goal #1 (Strategy #2), CFA Strategic Plan Goal #1.

## 2. Development

The College of Fine Arts' Capital Campaign working goal is \$11,000,000. As of March 2017, the college has raised \$8,000,000. These gifts represent bequests, real estate and appreciation on real estate, art collections, restricted scholarship funds, and limited unrestricted funds. Continuing to develop the college's scholarship endowments will bring immediate support to academically successful and talented students, and is critical to the college's recruitment efforts. Refining the college's stewardship and cultivation strategies will help sustain the momentum of the Capital Campaign well into the future.

For FY18, goals include:

- articulating the college's priorities and making its case to individuals and corporations to attract donors and secure commitments.
- increasing scholarships to attract and retain top students.
- expanding the University Galleries endowment.
- improving stewardship and donor recognition with both public and individual demonstrations of appreciation.
- building the Illinois Shakespeare Festival (ISF) endowment as it enters its 40<sup>th</sup> year.
- securing the future of ISU's Civic Chorale(CC) (50<sup>th</sup> anniversary in 2018).
- supporting the Friends of the Arts (FOA) scholarship and grant initiatives (46<sup>th</sup> anniversary in 2017).
- increasing support for faculty and staff development opportunities.
- seeking support for technology, tools and equipment, and facilities improvements.

These goals are aligned with *Educating Illinois* Goal #1, CFA Strategic Plan Goal #4.

## 3. Curriculum

Fine arts curriculum thrives with exploration and innovation; living in a responsive and nimble work environment; and promoting diversity and a global perspective as core values. It offers technical and applied instruction with tools and equipment, technology, and instruments, along with courses that teach performance, history and criticism, composition, and world arts. It prepares students to be successful in arts professions and in many other careers, due to them having strong writing, verbal, and critical thinking skills. The College of Fine Arts continually reviews its curriculum to determine its relevancy in today's market.

To continue this practice in FY18, the college's goals include:

- expanding online offerings in music and a graduate program in art education.
- revising the M.A./M.S. in theatre.
- developing a hybrid professional master's in theatre studies affiliated with ISF that is marketed to high school teachers nationally.
- creating a stage combat emphasis in the acting sequence, with certification from the Society of American Fight Directors.
- expanding curriculum that focuses on diverse arts and cultures at the undergraduate and graduate levels.
- developing a B.F.A. degree in dance.
- developing two tracks in graphic design—B.F.A. and B.A./B.S.
- developing a new sequence in musical theatre.
- developing curricular links between the Arts Technology Program, graphic design, and expanded, media programs.
- optimizing course sharing across the college.

These goals are aligned with *Educating Illinois* Goals #1 and #2, CFA Strategic Plan Goal #2.

#### **4. Strategic planning**

The College of Fine Arts Strategic Plan 2018-2023 will be completed in June 2017. Its primary goals are (1) increasing enrollment (2) sustaining high persistence rates (3) increasing professional development resources for faculty and staff (4) recruiting and retaining top students, faculty, and staff (5) raising scholarship funds (6) securing donor support for community partnerships (7) improving technology, equipment, and facilities (8) building a marketing and communication plan (9) increasing diversity (10) increasing international linkages. The Strategic Plan is in process of being drafted at this time (March 2017). Steps include:

1. CFA College Council voting on the Strategic Plan 2018-2023 in May 2017.
2. implementing the Strategic Plan 2018-2023 in August 2017.
3. developing a CFA-IT strategic plan.
4. developing a strategic plan for the Illinois Shakespeare Festival.

These goals are aligned with *Educating Illinois* Goal #2, (Strategies #1 and #4).

#### **5. Communications and our community**

It is essential that the College of Fine Arts strengthens its marketing and communication not only to recruit prospective students and secure donors, but to attract audiences to theatre, dance, and music performances, exhibitions and multimedia events, and to participate in workshops and lectures.

The college's strategy to improve communications and our community include:

- incorporating feedback from the College's Strategic Plan 2018-2023 committees and student groups about effective ways to use communication tools, including social media.

- creating and implementing a marketing plan across the college's academic units, University Galleries, and Illinois Shakespeare Festival.
- reexamining the policies for use of the CPA and University Galleries and communicating it internally and externally.
- coordinating event planning and communication with the college and Friends of the Arts.
- organizing and enhancing a digital archive of the college's photographs, posters, student projects, performances and exhibits.

These goals are aligned with *Educating Illinois* Goal #3, (Strategy #4).

## **II. Permanent Funding Requests (PERM REQUESTS)**

1. Arts Technology Program Support--\$30,000
2. AP Music Education Advisor (.50 FTE)--\$25,000
3. CFA Graduate Assistantship Support--\$60,000
4. AP School of Theatre and Dance and ISF Production Manager--\$35,000
5. CPA box office/front of house assistant manager (.50 FTE)--\$27,000
6. Adobe software annual cost--\$75,000

Total Requests: \$252,000

## **III. Strategic Budgeted Carryover (SBC) Requests ONLY (PERS 937 spreadsheet)**

1. Instructional Capacity--Summer Courses, MUS 157--\$4,644; ART 275--\$6,776

Total Requests: \$11,420

## **IV. Provost Enhancement Requests (PE) Requests (PERS 937 spreadsheet)**

1. School of Music--Cook Hall Practice Room Refurbishment--20 practice rooms paint, repair, and update, including replace broken glass doors, light fixtures, and mirrors--\$20,000
2. School of Theatre and Dance--Sound upgrades to Ewing Theatre and CPA Theatre--speaker upgrades and wireless mics--\$30,847
3. CFA-IT--CVA 50 flexible technology learning space--\$30,000
4. School of Art--Epilog Laser Engraving and Cutting System--\$35,000
5. School of Theatre and Dance--Classroom Lighting Design Training Package for CW 202--\$19,000
6. School of Music--Vibraphone--\$6,450
7. University Galleries--Framing for Permanent Art Collection--\$22,000

Total Request: \$163,397

## V. Personnel Requests: Tenure Track Faculty – NEW (PERS 936a spreadsheet)

1. **Art Education:** Edward Stewart is retiring in May, 2017. This faculty position would teach a combination of the following courses each year:

ART 309 (co-taught in Fall): 10-15 students; 30-45 credit hours

ART 212: 15 students; 45 credit hours

ART 307: 15 students; 45 credit hours

ART 402/497/401/403: 10 students; 30 credit hours

Student Teaching Supervision: 3 students; 30 credit hours

This position will generate 216-246 credit hours per academic year, depending on enrollment.

Leaving the critical work of EdTPA to NTT support would compromise the continuity and depth of the program and could impact its NASAD accreditation status.

2. **Applied Horn:** Joe Neisler retired in January, 2015. This faculty member will teach applied horn instruction, recruit for the horn area, and lead and conduct the brass horn ensemble. There are presently 10 horn students and the School of Music needs a minimum of 18 students. Recruitment is essential. The number of horn students has decreased since Dr. Neisler retired.

This position will generate 60-100 credit hours per academic year, however, horn majors complete the entire core music curriculum, which adds to the credit generation of several faculty members.

3. **Acting/Directing:** TT's Duane Boutte and Kevin Rich resigned in May, 2016. Given the loss of two acting faculty members, this position is essential for the continuation of the undergraduate acting program and M.F.A directing program. This hire would teach two acting classes and one directing class each semester. The teaching component is weighted toward acting, since acting has the largest enrollment in the school and there are not enough acting teachers to teach the required curriculum. This position would mentor M.F.A. directing students on their productions, serve on M.F.A. Committees, and direct in the school's production season.

Fall Semester: THE 110 Acting I; THE 314A01 Acting Styles: Realism; THE 240 Principles of Stage Direction.

Spring Semester: THE 113/313 Acting II; THE 314A02 Acting Styles: Shakespeare; THE 340 Direction Workshop.

This position will generate 258 credit hours per academic year.

4. **Arts Technology (ATK) – Graphic Design (new position):** The Arts Technology Program is the fastest growing program in the CFA. Arts Technology enrollment growth from Fall 2013 through Spring 2017 has increased from 58 to 126 majors (117%), with plans to grow to 135 or more for Fall 2017. The program's relationship with the School of Art has strengthened by linking with the expanded media and sculpture areas, however a greater opportunity for students is possible through a partnership with the thriving graphic design program. A shared faculty member and course sharing will enable faculty to focus on developing new curriculum in motion

graphics and interactive design. Art Technology faculty teach courses primarily in the Arts Technology Program, but have their locale of tenure within one of the CFA schools. This faculty member would have their tenure home located in the School of Art, with the position teaching one course in graphic design each semester and the other courses in arts technology.

ATK program credit hour generation increased from 2014-2016 by 39%.  
ATK faculty typically yield at least 270 credit hours per academic year (6 classes x 15 students x 3ch).

The additional sections ATK needed to offer since 2013 is up 61%.

This position will generate at least 270 credit hours per academic year.

5. **Music History and Literature:** Paul Borg and Arved Larsen retired in May 2012. Total enrollment for the School of Music has remained steady at 385 majors. All music majors must complete the core music history and literature sequence. All Illinois State University students must complete 3 hours in an OC-FA general education course. The School of Music provides more general education seats than any other unit in the CFA. This position is important to retain NASM accreditation.

This position will generate 400-500 credit hours per academic year, depending on the balance of major and general education courses taught.

6. **Theatre Studies:** John Poole retired in May, 2016, and Will Daddario resigned in May, 2016. All undergraduate theatre students complete Theatre Studies I, II, III, and IV as part of their core curriculum. Graduate students in the M.A. and M.S. theatre studies programs need a TT faculty member to instruct and mentor them. This position also teaches general education courses and is essential to retain NAST accreditation.

This position will generate 345 credit hours per academic year.

7. **Dance (new position):** At present 50% of the dance courses are taught by NTT faculty. The school seeks a position in dance that is able to teach 2 of 3 primary genres (ballet, modern, jazz), plus multicultural dance. This position also choreographs productions, recruits, and will support curriculum development.

This position will generate 345 credit hours per academic year.

8. **Music Education -- General Music Specialist:** Kim McCord is resigning in 2017. The School of Music will no longer have a TT specialist in general music. All music education students are required to take an introductory course in general music, and students wishing to specialize in general music must take an advanced course. Traditionally, the person in this position has also taught a special music education course and service courses to elementary and early childhood education majors. This person serves as the liaison with the Lab Schools and works with students who will work with special needs students.

This position will generate 100-150 credit hours per semester, depending on courses taught. Courses are a combination of those for majors as well as service courses for COE majors.

9. **Arts Technology – School of Theatre and Dance Sound/Media Design (new position):** Due to enrollment growth and student interest in sound and media design, the Arts Technology Program and the School of Theatre and Dance request a shared position that would serve both programs, with the tenure home being in the School of Theatre and Dance. This position would teach, mentor graduate students, and supervise sound on School of Theatre and Dance productions.

This position will generate 324 credit hours per academic year.

10. **Art History:** NTT Maggie Duncan Flowers is retiring in May, 2017 and a TT resignation is anticipated in May, 2017. This position teaches undergraduate art and art education majors as well as general education students. This position teaches courses which include large sections of world arts and Renaissance history.

The art history area has been operating throughout the last three academic years with one less TT faculty member due to a retirement. Because of that retirement, along with a long-time NTT faculty colleague retiring and an anticipated TT resignation in May 2017, the School of Art will offer twelve fewer TT-taught courses in art history in FY18. Critical art history courses not scheduled to be taught include upper-level Renaissance art history, which is essential to the art program curriculum. This request is to hire an art history faculty member who can teach both Renaissance as well as world arts courses—replacing two positions with one. Running a curriculum without these areas of specialization limits our ability to remain accredited with NASAD.

This faculty position would teach a combination of the following courses per year:

four sections of ART 275 and two sections of 200-level art history courses (including Renaissance).

This position will generate 1,242 credit hours per academic year.

11. **Assistant Director of Choral Music:** NTT Leslie Manfredo is retiring in 2017. Vocal/choral music is the fastest growing performance area in the School of Music, with seven choirs to conduct, six full applied voice studios, and a healthy number of choral music education students that must complete required 100-level and 200-level conducting courses in order to graduate. This hire would conduct two choirs and teach a required choral conducting class every semester. This position is too important and visible to remain at NTT status long term.

This position will generate approximately 475 credit hours per academic year.

**VI. Personnel Requests: Tenure Track Faculty – Non-reappointment or tenure-denial/death (PERS 936b spreadsheet)**

N/A