Penn State
College of Arts and Architecture

Vision for the Future
2008–2013
The importance of the arts to “America’s cultural vitality and economic prosperity” was recently chronicled in *Artists in the Workplace: 1990-2005*, Research Report #48 (May 2008), by the National Endowment for the Arts. Dana Gioia, chairman of the NEA, clarifies that nearly two million Americans “describe their primary occupation as artist, representing 1.4 percent of the U.S. labor force.”

The aggregate income of all artists in the U.S. (including fine artists, architects, musicians, designers, actors, dancers, writers, directors/producers, and photographers) is “approximately $70 billion annually.” This report also finds that “compared to other U.S. workers, American artists tend to be better educated and more entrepreneurial.” Pennsylvania ranks sixth in the entire country for overall number of artists in a state and Philadelphia has the sixth largest number of artists in a metropolitan area. Moreover, State College, Pennsylvania, has the sixth largest percentage of writers/authors in the labor force for a metropolitan area. Clearly, the arts and design are core pursuits necessary for the cultural and economic viability of the nation.

The College of Arts and Architecture plays a vital role in preparing artists, scholars, teachers and other arts professionals and enriches the lives of others through the celebration and dissemination of the arts. We view our strategic plan not as a document, but rather as a process. Through a year-long series of consultations, focus group discussions, and meetings involving college administrators, faculty, and staff we have developed this outline of our mission, vision, values, and strategic goals, along with performance indicators, budgetary implications and impacts. Though we continue to gather additional information, this plan will be utilized by the units within the College to establish their strategic goals and objectives that support the College’s and the University’s plan. The College plan will be reviewed and updated annually.

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Mission Statement

The College of Arts and Architecture educates and prepares artists, scholars, teachers, and other arts professionals and enriches the lives of others through the celebration and dissemination of the arts.

Vision Statement

- To create a dynamic, rich environment that fosters excellence in research, teaching, learning, collaboration, and presentation across the arts and design disciplines within the College and the University
- To provide a climate that affirms cultural diversity, encourages internationalization, and positions the College as a leader in the arts within regional, national, and global communities

In five years, we will have helped others within the University understand the ways in which the arts and design disciplines can contribute to research that addresses global problems. We will advance the University’s mission in general education, enhanced through online pedagogy where appropriate. Through our public performances, community design services, and exhibition schedule, we will support the University’s need for outreach in ways that are unique to A&A. Individual artists, designers, and scholars who teach and learn in our College will shape the future of their professions through their creative contributions.

Core Values

Our core values originate from the intrinsic merit of the arts in the life of the university and society.

We collectively believe in and value:

- imagination and creativity
- disciplinary mastery and transdisciplinary engagement
- collaboration and individual achievement
- open inquiry and critical dialogue
- diversity and respect
- tradition and change

Solar home designed and built by students in architecture, landscape architecture, engineering, and other units for the 2007 Solar Decathlon. The Penn State team placed fourth in the international competition.
What Will We Look Like in 2013?

In 2013, the College of Arts and Architecture at Penn State will celebrate its 50th anniversary. Founded in 1963, the college has developed a cadre of programs that are highly regarded in a national context. We have done this by finding ways to balance tradition and innovation. In five years, we will have helped others within the University understand the ways in which the arts and design disciplines can contribute to research that addresses global problems. We will advance the University’s mission in general education, enhanced through online pedagogy where appropriate. Through our public performances, community design services and exhibition schedule, we will support the University’s need for outreach in ways that are unique to A&A. Individual artists and designers who teach and learn in our College will shape the future of their professions through their creative contributions.

Daniel Pink, author of the best-selling *A Whole New Mind*, notes that “the future ... belongs to a very different kind of person with a different kind of mind. The future belongs to creators and empathizers, pattern recognizers and meaning-makers. These people—artists, inventors, designers, storytellers, caregivers, consolers, big picture thinkers—will now reap society’s richest rewards and share its greatest joys.” In this regard we foster the work of individual artists while nurturing transdisciplinary collaboration in creative accomplishments and research across disciplinary boundaries both within the College and with other units in the University.

To achieve these major impacts on the University’s mission, our decisions will be driven by the following priorities:

• As a core college of the University, we will continue to provide high quality General Education courses. We will collaborate with university administration to develop General Education credit hour goals and a three-year phased delivery plan (2010-11, 2011-2012, and 2012-13). This initiative will include traditional classroom, blended, and online instruction.

• We will enhance our students’ readiness to contribute to the global market-place of ideas and innovation in the arts through aggressive pursuit of international partnerships for study abroad, student and faculty exchanges, and service-learning opportunities—as well as collaborative research and scholarship with non-US institutions.

• We will establish the Arts District, designating A&A’s academic buildings, public performance and exhibition spaces between and including Eisenhower Auditorium and Esber Recital Hall. We are proud to serve as a primary component of the public face of the University through our tradition of preparing outstanding professionals and producing and presenting high-quality productions, concerts, and exhibits.

• We will increase meaningful interaction with units beyond the College through various collaborations, including programmatic, classroom, research, and outreach activities.
• We will place a greater emphasis on graduate education, including increased student quality and numbers in current programs, and establish select new graduate programs based on viability and available resources. At the same time, we will increase the excellence of our undergraduate programs by considering ways we can strengthen programs by reducing or refocusing some.

• We will increase our research profile and expenditures. We will build a stronger support and incentive program to encourage more faculty to seek funding. We anticipate further growth in sponsored research, particularly in Architecture and Landscape Architecture.

• We will increase our cyber presence, including visibility on YouTube, Second Life, Podcasts, and the like. We will also evaluate the benefit to the University’s state-wide and national presence and recognition of establishing a performance and exhibition presence in Philadelphia, Pittsburgh, Washington, D.C., and New York.

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How Will We Achieve Our Goals?

Resource issues will drive our decisions related to priorities. We recognize that the University does not anticipate any significant increases in the percentage of state funding and will continue budgetary recycling. Our strategic priorities will be accomplished through: internal recycling of College funds, availability of recycled funds from central university sources, assessment and sharing of space and equipment utilization, fundraising, and earned income. In the months ahead, we will develop specific goals for each of these areas, but discussions this year have led to some decisions that foreshadow ways that we can effectively reallocate space, equipment, and financial resources.

• Internal recycling can be accomplished by working together within the College to determine how we can reallocate resources to achieve priorities.
  - College-wide faculty and staff retirements projections will be used to reduce the negative impact of central recycling and to make strategic hires that address agreed-upon priorities.
  - Reallocation of grants-in-aid will support the enhancement of agreed-upon graduate programs.
• A review of space and equipment utilization will enable conservation and more effective use of limited resources. We will request assistance in conducting a space utilization study.
  - We are exploring cost recovery mechanisms and potential economies from sharing printing and plotting and other high end technology resources among programs.
  - Unit heads and faculty are exploring trading and sharing studios and lab spaces to enhance collaboration and make more effective use of existing resources.

• Capital Campaign and annual giving goals have been established to increase funding for:
  - Endowed Professorships
  - Undergraduate Scholarships
  - Program naming and/or endowment
  - Graduate Fellowships.

• We will explore developing new and increased sources for earned income.
  - Strategic development of on-line programs and courses will enhance revenue streams.
  - Using successful models from other colleges within the University, we anticipate increased funding from external foundations and agencies.
  - We will increase event revenues where possible.

• We will use central recycled funds (.005 return, .01 return, .05 increase) to address priorities in the following order:
  - Increase our research and creative activity profile and expenditures
  - Enhance select graduate programs
  - Invest in critical equipment and facilities upgrades to enhance design research and creative explorations, collaborating with other units both within and outside the College
  - Access gallery and performance venues in major urban centers.
How Will We Ensure a Strategic Approach to Accomplish our Vision?

In order to ensure a dynamic plan that will serve as the basis for decision-making and be reviewed and updated annually, the College sets forth the following major goals and strategies to achieve our vision for 2013, when we will celebrate the 50th anniversary of the founding of the College.

**Goal I: Strengthen our significance and reputation in the arts**

**Strategy 1:** Expand both individual and transdisciplinary research and creative accomplishment.

a. Seek means for the university as a whole to recognize, value, and benefit from the contribution of the creative and performing arts.

b. Provide incentives for research funded via major agencies and foundations such as NSF, NIH, NEH, NEA, EPA/Ford, Packard, Heinz, Robert Wood Johnson, etc.

c. Provide incentives for industry-sponsored research and creative work

d. Engage key alumni and friends in developing the case for funding for endowed professorships

e. Examine Promotion and Tenure processes and faculty reward systems to recognize excellence in collaborative as well as individual work and to eliminate potential barriers to collaborations

**Strategy 2:** Support excellence and innovation in teaching and learning.

a. Increase the emphasis on graduate education, growing and/or improving existing graduate programs and adding new ones where there are strategic advantages for doing so

b. Increase competitive graduate assistantships and fellowships through reallocation of existing resources, endowments and other means

c. Encourage partnerships with other units and colleges to expand offerings in joint courses and programs

d. Provide quality general education courses to meet current and future demand related to the University’s mission

e. Engage students in the process of program review and assessment

**Strategy 3:** Continuously improve the quality of our programs.

a. Reallocate or seek additional funding for traditional and emerging technologies to enhance teaching, creative work & research, and outreach

b. Actively address and monitor workplace and classroom climate to ensure a continuing supportive environment

c. Monitor and update benchmarking with peer and aspirant programs

d. Enhance development and stewardship activities, involving alumni, friends of the college, and the units as well as the professional staff to increase funding for program endowments and scholarships

e. Engage alumni and practitioner resources in identifying new opportunities for community outreach and collaborations

f. Raise the profile of the college and promote more effectively the accomplishments of our programs and people
Goal II: Prepare students to thrive in a global environment

Strategy 1: Continue to advance teaching and learning by developing new courses and programs of study that address the changing demands of a world increasingly driven by a global economy and internationalization.

Strategy 2: Create a climate that encourages learning from diverse perspectives, using data available through University resources and college/school diversity committees to develop specific goals and measures.

Strategy 3: Make international experiences a hallmark of every academic unit.

Strategy 4: Increase the number of faculty exchanges, residencies, and visitations by professional and guest artists to bring new perspectives to our classrooms and workshops.

Goal III: Continue to enrich the lives of the University and the region by celebrating and disseminating the arts through our commitment to outreach

Strategy 1: Enhance our offerings of public arts programs and exhibitions.

Strategy 2: Support communities in Pennsylvania and beyond with design and planning assistance via service-learning.

Strategy 3: Develop outreach opportunities, adding programs where there are demands or strategic advantages for doing so.

Strategy 4: Use our diversity-focused programs, performances, and exhibitions to enhance the cultural awareness of Penn State and surrounding communities.

Strategy 5: Use our international programming to enhance the global cultural awareness of Penn State and surrounding communities.
Goal IV: Develop a 10-year college master plan for facilities and technology

**Strategy 1:** Seek to include college facilities needs in the University’s Capital Plan, for renovation or new construction where aging Arts District buildings can no longer adequately support the academic, creative, and outreach missions of the college and university including (in alphabetical, not priority order):

a. Arts Building and Playhouse Theatre  
b. Eisenhower Auditorium  
c. Esber Recital Hall and Music Building I  
d. Palmer Museum of Art  
e. Visual Arts facilities

![School of Theatre production of The Afghan Women.](image)

**Strategy 2:** Create master plan for IT and other technology throughout the College.

a. Deploy key support equipment resources for easier student and faculty access including cost-recovery strategies where feasible  
b. Identify optimum configuration within existing spaces to accommodate new areas such as digital fabrication, immersive environments and robotics  
c. Align staff assignments to implement the technology master plan

**Strategy 3:** Utilize internal College expertise and student projects to assist with planning for new buildings, spaces, additions or changes to the physical facilities of the College.
How Will We Measure Our Progress?

The 2007-08 academic year has seen multiple administrative changes in the College: a new dean, vacancies with interims in both associate dean positions, transitions from one financial officer to a new one, and the creation of a new Director of Administrative Operations for the College. The new financial officer came on board in mid-spring. Searches for the other three positions continued into June. Consequently, we have not been able to gather all the necessary data to establish baselines and set specific goals. We will be gathering the following specific data once the administrative team of the College is in place by Fall 2008. We will use these outcomes to assess and update this plan annually. The following will be folded into the appropriate section of the strategic goals.

Goal I: Strengthen our significance and reputation in the arts

- Current level of external funded research and future goals established
- Dissemination of Research
  - Faculty and Student Performance Record
  - Number of Citations
- Record of collaborations with faculty in other disciplines
- Awards Received
- FellowshipsReceived
- Size and quality indicators of Graduate programs and goals for expansion
- Programmatic Demand through 3-5 history and future projections of majors
- Alumni Placement and Accomplishment
- Records of alumni engagement within programs and the College
- Development Record and Goals (annually and for campaign)
- Rankings
- Benchmarking with peer and aspirant programs
- Using professional accreditation criteria and processes to ensure learning outcomes assessment

Goal II: Prepare students to thrive in a global and diverse environment

- Table of international opportunities and participation rates within the College (programs, classes, exhibitions, performances)
- Records on recruitment and retention for people of color within College
- Report from College Diversity Committee assessing climate within College and follow-up on recommendations
- Table of diversity opportunities and participation rates within the College (programs, classes, exhibitions, performances)
Goal III: Enrich the lives of the University and the region by celebrating and disseminating the arts through our commitment to outreach

- Attendance Figures for Presentations (e.g. Concerts, Performances, Recitals, and Exhibitions)
- Number of General Education Credit Hours Generated with projections for future demand
- Number of “Hits” in cyber space venues

Goal IV: Develop a ten-year college master plan for facilities and technology

- Space utilization study
- Technology study (currently underway with assistance of ITS)

The Stuckeman Family Building houses the departments of architecture and landscape architecture. It is one of the few college buildings to earn a Gold rating from the U.S. Green Building Council’s Leadership in Energy and Environmental Design (LEED®) Green Building Rating System.