

The College's 2018 strategic planning update is organized around two elements:

- 1) The progress toward the aspirational goal of "Making the Arts and Design Central at Penn State, and Beyond," which has three components (research, academic programs, and students); and
- 2) Updates on the four supporting goals identified to achieve this aspirational goal.

All of the College's efforts are aimed at "Elevating the Arts and Humanities." Contributions to other thematic pillars of the University's plan, and to advancing diversity and inclusion, are indicated by the following designations:

EH	Enhancing Health
DDI	Driving Digital Innovation
SPR	Stewarding Our Planet's Resources
TE	Transforming Education
DI	Diversity and Inclusion

1. ASPIRATIONAL GOAL—*Making the Arts and Design Central at Penn State, and Beyond*

A. *Our research and creative practice is, and is recognized as, central to the Penn State research mission, valued for both its intrinsic merit and its significant role in university-wide collaborations and initiatives."*

- FaceAge Studio was launched with a Provost's Strategic Planning seed grant and in conjunction with the recently formed external start-up iGenCo. FaceAge is located in the Pavillion Theatre for 2018-19 and will be the cornerstone of a large-scale, interdisciplinary "Arts and Health" initiative. ([EH](#)), CTRL click here for story.
- The "E+D" initiative, housed in Landscape Architecture is working with 40 people from 6 Universities and 4 consulting firms, also included are 23 faculty partners in 6 PSU departments. This initiative was launched with a Provost's Strategic Planning seed grant. Its mission is to find and achieve real-world environmental solutions that merge ecology ("E") and design ("D"). ([SPR](#)), CTRL click here for story.
- The Stuckeman Center for Design Computing (SCDC) received over \$300,000 in external gifts and \$240,000 in external grants, which funded internationally recognized research projects such as the second-place entry in NASA's "3D Printed Habitat Challenge." ([TE](#)), CTRL click here for story.
- The Arts and Design Research Incubator (ADRI) has been identified by the Alliance for the Arts in Research Universities (a2ru) as one of a "baker's dozen" of innovative initiatives in arts integration across the nation.
- The OVPR has agreed to launch an embedded artist program in the Penn State Institutes. In partnership with the College of Nursing and A&A, a theatre faculty member will be an artist-in-residence in the College of Nursing for 2018-19; grants are being submitted to support this program for continuation beyond this first year.
- A&A research expenditures for FY 2017 were \$1.6 million, a 12.5% increase over FY 2016 and a 19.4% increase over FY 2015. A&A faculty received over \$1.5 million in external funding and partnered in grants totaling over \$6.5 million. Some notable funders include: EPA, NEH, NEA, NSF, and NPS.
- Applications to A&A Faculty Research Grants up 250% over previous year; funding awarded doubled.

B. Our courses and academic programs—in our disciplines and in the university’s General Education curriculum—are, and are viewed as, models of pedagogical excellence and innovation at Penn State and beyond. (All items in this section advance TE.)

- A&A World Campus enrollments have increased by 23% since 2014-15, including a 7.6% annual increase. SU18 enrollments were up 19% over SU17. (DDI)
- Overall College undergraduate enrollments grew 5.2% from FA16 to FA17; graduate enrollments were up 3.1% over the same period.
- SoVA completed its 10-year recertification for accreditation with NASAD. Two degrees received final plan approval and are now fully accredited.
- Online interdisciplinary Digital Media Design degree was launched.

C. Students—regardless of major or program of study—identify “the arts” as influencing their decision to attend Penn State, and upon graduation understand arts experiences as having helped prepare them to succeed in their chosen careers and to be educated, humane citizens. (All items in this section advance TE.)

- C-PAD has worked in partnership with New Student Orientation to create a “Welcome to College” musical theatre production that will feature 100 performances over 10 weeks in summer 2019.
- C-PAD “Moral Moments”, in collaboration with Schreyer Honors College. The intent of this project is to consistently open dialogues about diversity and inclusion through personal storytelling, with the option of storing versions at Pattee as part of The Human Library Project. The application of these stories as professional development rubrics in any course curriculum will add to the multi-level, multi-community, and multi-generational approach of the “All In” Initiative. (DI) CTRL click here for story.
- Arts Entrepreneurship Arts Business Plan Competition had 20 entrants, up from six in 2017 and received entries from students across Penn State. This competition also received philanthropic donations from several alumni. We are currently negotiating with a donor to endow this center;
- Initiatives in curricular integration were launched, including a CPA co-facilitated course on “Communicating Through Performance” (with Communication Sciences and Disorders). Art History, the Palmer Museum of Art, and the Borland Project Space continued their successful collaboration with the Hershey College of Medicine on a Medical Humanities course on “Impressionism and the Art of Medical Communication.” (EH) CTRL click here for story.

2. FOUR SUPPORTING GOALS ACHIEVE OUR THREE-PART ASPIRATIONAL GOAL

A. Create Transformative Experiences for Students (All items in this section advance TE.)

- Undergraduate students in Architecture were part of PSU team that won first place in the “Suburban Single-Family Housing Contest” of the U.S. Department of Energy “Race to Zero” Student Design Competition.” CTRL click here for story.
- In 2017–18, the Grad School/A&A Travel Fund supported 50 graduate students (approx. 20% of enrolled students), who traveled to 13 states and 12 countries to present their research and creative accomplishments at 48 conferences or other events.
- The Borland Project Space expanded its programming to include student projects, including a competitive summer residency.
- The SCDC (Stuckeman Center for Design Computing) and CDR (Center for Design Computing) endowments have been established to address the financial challenges of graduate students.
- C-PAD awarded funding for initiatives in arts and design pedagogy to 14 faculty in all A&A units.

- C-PAD created a partnership with the Eberly College of Science to offer an interdisciplinary new faculty orientation and workshop, which is being expanded for 2019.
- Arts Entrepreneurship launched a Faculty Teaching Fellows program that engaged 12 faculty in 2017-18. In spring 2018, 77 students enrolled in four 4 fellows' courses related to Arts Entrepreneurship.
- Among undergraduate students who took the most recent A&A Senior Exit Survey (85% response rate), 58% participated in a Study Abroad or Study Away program. New Study Abroad offerings include Korea/Japan (Architecture), Copenhagen (Landscape Architecture), Barcelona (Landscape Architecture), Japan (Visual Arts), and Australia (Visual Arts). (DI)
- Other key statistics from the most recent Senior exit survey: 73% had an internship; 91% took at least one online course; 91% were "somewhat" to "very" satisfied with their educational choices; and 86% felt "somewhat" to "very" satisfied about their preparation (in knowledge and skills) for their next career choice or academic endeavor.

B. Engage Communities through Research, Curricula, and Arts Presentation

- State College Community Land Trust (SCCLT), a local nonprofit housing assistance organization, approached the College about designing an affordable, eco-friendly duplex for two local families. The duplex was recently completed and sold. CTRL click here for story. (TE, SPR)
- The CPA received significant financial support from the Office of Educational Equity for the first full year of the Diversity and Inclusion (D&I) Collaborative, which featured linked programs with five Center presentations and classes across campus. The CPA produced a community dance series which proved popular with students and the community. An assessment of the D&I's effectiveness was conducted by the Center for the Study of Higher Education. (DI)
- The Woskob Gallery continued to achieve its mission of engaging communities through contemporary art in downtown State College. Highlights include renewal of the partnership with the Borough of State College, First Friday "maker" programs in partnership with Art Ed graduate curriculum, engagement with Arts Fest and First Night, and the doubling of both social media followers and attendance at events. More than half of 2017-18 operating budget was funded by grants, gifts, and partnerships. In 2017-18 open call opportunities received 217 submission proposals from across the US. (TE)
- The Palmer Museum engaged more than 30 co-sponsors across campus in its Plastic Entanglements exhibition. The exhibition broke attendance records at Penn State, and will travel nationally to three venues through 2020.
- The Palmer Museum of Art was awarded \$100,000 from the Henry Luce Foundation to fund a multi-author publication on 100 American objects in the permanent collection.

C. Lead in Technology in the Arts and Design Disciplines (DDI)

- With a \$500,000 investment from TLT, C-PAD, and TLT are partnering on the creation of cutting-edge arts learning space in 113 Borland, to be launched in spring 2019. (TE)
- With our online Certificate and MPS programs in Geodesign, students from around the world work with the best faculty nationwide to gain expertise in this land planning strategy. (SPR)
- The Bachelor of Design in Digital Multimedia Design was launched through World Campus. This program integrates courses in visual arts and design, information sciences and technology, communications, and Gen Ed electives – initial enrollment of 52 in Fall 2017.
- The College implemented Activity Insight for 2017/18 annual faculty reviews and P&T reviews.
- A&A was a pilot college for the onboarding of Office 365.

D. *Maximize Visibility of the Arts and Design at Penn State and Beyond*

- A&A had approximately 280 stories posted on Penn State News during 2017-18, considerable growth from previous numbers.
- A&A's Social Media grew on all platforms: Facebook 24%, Twitter 75%, and Instagram 44%. This is after exceptional growth in 16-17 when we posted gains as well-- Facebook 26%, Twitter 76%, and Instagram 670%.
- Planning is underway to relocate the Palmer Museum of Art to the Arboretum. The new art museum will serve as a visible anchor of the Arboretum cultural center that is part of the strategic initiative of "Advancing the Arts and Humanities" at Penn State.
- Arts Entrepreneurship program sponsored a booth for the School of Visual Arts Clay Club at Arts Fest in 2017 & 2018. CTRL click here for story.
- The construction of the new Esber Recital Hall for the School of Music is underway, with completion planned for mid-October. CTRL click here for story.
- Rowland Creative was engaged to formulate a strategy for refreshing the College's digital presence. This report is to be presented to the College leadership team in August 2018.

Obstacles/Concerns

- Facilities challenges: According to the OPP FIS system we have 6 buildings rated in poor condition and 3 in fair condition. The Visual Arts Building entrance is non-ADA compliant. An Arts Gateway feasibility study was undertaken to chart a path to improve visibility of the arts, upgrade facilities, and provide compliance with the ADA federal legislation
- Philanthropy challenges for some of our facilities projects (e.g. Palmer, Arts Gateway, makerspace).
- Implementing a shared services model for IT, marketing, recruiting, and finance across units is underway, to improve services, provide consistency, and reduce redundancies.
- Lack of a cohesive College-wide strategy for Diversity and Inclusion; the dean requested and received a proposal for action from the College diversity and inclusion committee, July 2018.
- Academic units have been slow to respond to emerging trends in arts education including potential arts and design programs in Arts Entertainment, Music Technology, and many design fields not offered at Penn State (industrial, fashion, interior, product, experience/event, etc.).
- General Education course enrollments in the arts (GA) administered by A&A decreased by 18% from 2015-16 to 2017-18 due, in part, to the elimination of several online popular music courses. Changes in the general education requirements for incoming students in 2018-19 will likely continue the decrease of GA and interdomain GA courses administered by A&A.
- Low faculty to student ratios in some units provide opportunities for highly individualized instruction, though difficult to sustain fiscally.
- Inconsistent academic advising across college. Improving student access to professional advising is planned for 2018-19.
- Lack of career advising support and employment record keeping in some units. Increasing student access to improved career advising and internship development is planned for 2018-19.