

University of Texas Rio Grande Valley

College of Fine Arts

FY25-29 Strategic Plan

Approved by Faculty – April 29, 2024

Approved by Dean – April 29, 2024

Approved by Provost and Vice President for Academic Affairs -

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University of Texas Rio Grande Valley

College of Fine Arts

Strategic Plan

CFA Mission

The UTRGV College of Fine Arts is a community that explores the spectrum of what it means to be human in a complex society through the transformative power of the arts. Empowering creativity, fostering innovation, and nurturing artistic excellence, the UTRGV College of Fine Arts is dedicated to inspiring the next generation to make meaningful contributions to the local and global community through their talents and perspectives with a focus on arts entrepreneurship, emerging technology, transdisciplinary collaboration, and global citizenship.

CFA Vision

As the artistic hub of the Rio Grande Valley, the College of Fine Arts faculty and students engage with artists throughout the Valley in growing the Arts economy and providing the people of the Valley with world-class artistic experiences. Guided by a vision of artistic excellence and cultural enrichment, the UTRGV College of Fine Arts aspires to be a global leader in building connections and interdisciplinary collaboration. We envision a dynamic and inclusive community where boundaries are transcended, and the transformative power of the arts inspires positive change in the world.

I: Academic Excellence

CFA Objective I.1. The College of Fine Arts will meet the needs of the people of the Rio Grande Valley by creating new degree programs.

CFA Action I.1.a. The College of Fine Arts will create a Bachelor of Fine Arts in Film Production degree through the Department of Theatre from their current BA in theatre film production track.

CFA Action Step 1: Based on accreditation standards and student needs, the Department of Theatre will design a curriculum.

CFA Action Step 2: The Department of Theatre will complete the new program approval process that will include a request for investment in new facilities, equipment, and personnel, that align with the new curriculum.

Action Step 2 Metric 1: Monitor the progress of the proposal.

Action Step 2 Benchmark 1: The degree plan is approved by The College of Fine Arts, UTRGV Central Administration, and the UT Board of Regents.

CFA Action Step 3: Based on the curriculum, the College of Fine Arts will create a proposal for the UTRGV Majestic Theatre that includes a collaborative space and new equipment to be utilized by film, music technology, animation, game design, and related fields of study.

CFA Action Step 4: The College of Fine Arts will create a CFA Facility and Maintenance Plan that will include a schedule for replacement equipment and updates.

Action Step 4 Metric 1: Monitor the percentage of funding allocated for the CFA Facility and Maintenance Plan.

Action Step 4 Benchmark 1: The schedule for replacement equipment and updates will be fully funded.

CFA Action I.1.b. The College of Fine Arts will establish a Bachelor of Music Education.

CFA Action Step 1: The School of Music will establish a committee to investigate the construction of new degree plans, including updates to the degree plans for 21st-century musicianship/educator needs.

CFA Action Step 2: The School of Music will draft a curriculum plan, including music majors' marching band requirement.

CFA Action Step 3: The School of Music will collaborate with stakeholders (such as the College of Education and K-12 school leaders) regarding the re-housing of required teaching courses in the School of Music rather than the College of Education.

CFA Action Step 4: The committee submits degree plans to CFA for review/implementation.

Action Step 4 Metric 1: Monitor the progress of the proposal.

Action Step 4 Benchmark 1: The degree plan is approved by The College of Fine Arts, UTRGV Central Administration, and the UT Board of Regents.

CFA Action I.1.c. To leverage the Majestic Theatre in downtown Brownsville and meet student needs, the College of Fine Arts will create a degree in Digital Media with a Game Design concentration (2D & 3D).

CFA Action Step 1: Form a committee that includes faculty from the School of Art & Design as well as School of Music and Department of Theatre to research and propose a degree plan for the Digital Media with Game Design concentration (2D & 3D) and the number of faculty and support staff needed. Consider and plan for space needs. Create an estimated budget for updating/adding new equipment.

CFA Action Step 2: The committee submits the degree plan, faculty needs, support staff needs, space needs, equipment needs, and estimated budget to CFA for review/implementation, as a part of the renovation proposal of the Majestic Theatre.

Action Step 2 Metric 1: Monitor the progress of the proposal.

Action Step 2 Benchmark 1: The degree plan is approved by The College of Fine Arts, UTRGV Central Administration, and the UT Board of Regents.

Action Step 2 Benchmark 2: Personnel, equipment, and space needs are funded.

CFA Action Step 3: The committee creates a recruitment plan for the new Digital Media with Game Design concentration (2D & 3D) major.

CFA Action Step 4: The College of Fine Arts will create a CFA Facility and Maintenance Plan that will include a schedule for replacement equipment and updates.

Action Step 4 Metric 1: Monitor the percentage of funding allocated for the CFA Facility and Maintenance Plan.

Action Step 4 Benchmark 1: The schedule for replacement equipment and updates will be fully funded.

CFA Action I.1.d. The College of Fine Arts will leverage programs in film, music technology, game design, animation, and UX/UI to create interdisciplinary programming in fine arts technology and media.

CFA Action Step 1: Form a committee that includes faculty from the Colleges of Fine Arts, Engineering and Computer Science, and Business and Entrepreneurship to investigate student demand and industry needs for interdisciplinary programming in fine arts technology and media.

Action Step 1 Metric 1: Assess student demand and industry needs for interdisciplinary programming in fine arts technology and media.

Benchmark 1: Needs assessment shows large enough student interest in one or more pathways to spur the beginning of new interdisciplinary degree program proposals in fine arts technology and media.

Benchmark 2: Specific industry needs are identified to guide the creation of new interdisciplinary degree program proposals in fine arts technology and media.

CFA Action Step 2: The committee submits degree plans to CFA for review/implementation.

Action Step 2 Metric 1: Monitor the progress of the proposal.

Action Step 2 Benchmark 1: The degree plan is approved by The College of Fine Arts, UTRGV Central Administration, and the UT Board of Regents.

CFA Action I.1.e. The College of Fine Arts will create curricular offerings that leverage the cultural heritage of the Rio Grande Valley.

CFA Action Step 1: Form a college-wide committee to investigate the feasibility of graduate programs associated with the cultural heritage of the Rio Grande Valley, such as MA's, MM's, MFA's, and PhD's in Ethnomusicology, Art History, Mexican Folk Culture and/or Performance, the fine arts related to Mexican American Studies/Latinx Studies, and/or combined interdisciplinary graduate degrees, perhaps in collaboration with the public heritage program of the Department of Anthropology, the Mexican American Studies program, Spanish Department, Ethnic Studies course development with the PUENTES (Department of Education HSI) grant work / Center for Mexican American Studies, the Center for Latin American Arts, the Office for Bilingual Integration and its B3 Scholar Seal initiatives, and/or as a part of the Provost's work in creating a PhD in Humanities.

Action Step 1 Metric 1: Assess student demand.

Benchmark 1: Needs assessment shows large enough student interest in one or more graduate pathways to spur the beginning of a new degree program proposal.

Action Step 1 Metric 2: Collaborate with UTRGV libraries to identify the additional library resources necessary to support graduate programs.

Benchmark 2: Needs assessment shows what library and other resources are essential to support new degree programs.

CFA Action Step 2: The committee submits degree plans to CFA for review/implementation.

Action Step 2 Metric 1: Monitor the progress of the proposal.

Action Step 2 Benchmark 1: The degree plan is approved by The College of Fine Arts, UTRGV Central Administration, and the UT Board of Regents.

CFA Action I.1.f. The School of Music will create recruitment opportunities by leveraging the new UTRGV concert band based in Brownsville and ensemble/performance offerings in high schools and community colleges, such as conjunto, modern band, jazz, and musical theatre.

CFA Action Step 1: Identify and, if applicable, find funding for ensemble/performance directors in ensemble/performance offerings in high schools and community colleges, such as conjunto, modern band, jazz, and musical theatre.

Action Step 1 Metric 1: Assess ensemble/performance offerings in high schools and community colleges.

Benchmark 1: The School of Music identifies ensemble/performance offerings in high schools and community colleges that align with the strategic mission of the school.

Benchmark 2: The School of Music identifies any applicable funding necessary to offer programs that align with ensemble/performance offerings in high schools and community colleges.

CFA Action Step 2: Create a committee to discuss and propose recruitment and marketing strategies specific to new ensembles/performances as a part of the CFA Marketing and Recruitment Plan.

CFA Action I.1.g. The College of Fine Arts will create new curricular offerings in arts therapies, specifically art and music therapy.

CFA Action Step 1: Form committees within the School of Art and Design and the School of Music respectively to discuss, create, and conduct a needs assessment.

Action Step 1 Metric 1: Assess student demand.

Benchmark 1: Needs assessments show large enough student interest in music and art therapy to spur a new degree program proposal.

CFA Action Step 2: The committee submits degree plans to CFA for review/implementation.

Action Step 2 Metric 1: Monitor the progress of the proposal.

Action Step 2 Benchmark 1: The degree plan is approved by The College of Fine Arts, UTRGV Central Administration, and the UT Board of Regents.

CFA Action I.1.h. As a part of the newly created Rio Grande Valley Center for Student Success and Arts Entrepreneurship (RGV CSSAE), the College of Fine Arts will develop new curricular offerings focused on arts entrepreneurship and business administration.

CFA Action Step 1: Begin the Minor in Arts and Entrepreneurship.

CFA Action Step 2: Increase the scope of our internship opportunities to expand both placements and disciplines.

Action Step 2 Metric 1: In collaboration with the UTRGV Career Center, annually monitor the number of internship placement opportunities and the number of students who complete internships total and by discipline.

Benchmark 1: 20% of CFA undergraduate majors (the national mean) in total and in each department will engage in at least one internship opportunity annually.

Benchmark 2: The number of internship placements will increase by 5 new placements each year.

Action Step 2 Metric 2: In collaboration with the UTRGV Career Center, measure the number of graduates receiving their bachelor's degree who have participated in at least one internship opportunity while at UTRGV.

Benchmark 1: 50% of CFA graduates (the national mean) receiving their bachelor's degree have participated in at least one internship opportunity while at UTRGV.

CFA Action Step 3: Explore the feasibility of undergraduate and graduate majors associated with arts management, arts administration, and multidisciplinary multimedia business.

Action Step 3 Metric 1: Monitor the number of students completing the Minor in Arts and Entrepreneurship.

Benchmark 1: 25 students will complete the Minor in Arts and Entrepreneurship annually.

CFA Action I.1.i. The College of Fine Arts will leverage the *UTRGV in Italy* program by creating a Minor in Art Restoration and exploring the feasibility of future growth, such as degree programs in Art Restoration and Architectural Restoration that could lead to the establishment of a School of Architecture.

CFA Action Step 1: Collaborate with the Office of the President and the Division of University Advancement to create a permanent endowment to support travel expenses for students participating in the *UTRGV in Italy* program.

Action Step 1 Metric 1: Monitor the funding dedicated to a permanent endowment to support travel expenses for students participating in the *UTRGV in Italy* program.

Benchmark 1: Build an endowment to support 40 students annually. Expecting a 4% distribution or about 60,000 annually (40 students @ \$1,500), the endowment needs to be \$1.5 million.

CFA Action Step 2: A committee from the School of Art & Design will collaborate with Caravaggio & Contemporary from Florence to define the curriculum for a Minor in Art Restoration.

Action Step 2 Metric 1: Monitor the progress of the proposal.

Action Step 2 Benchmark 1: The minor is approved by The College of Fine Arts and UTRGV Central Administration.

CFA Action Step 3: Selected faculty from the School of Art & Design will assist in the development of coursework at UTRGV and the *UTRGV in Italy* satellite campus. CFA will consider the allocation of funding for additional instructors to support faculty.

CFA Action Step 4: Explore the feasibility of expanding the curriculum to a degree in Art Restoration.

CFA Action Step 5: Collaborate with the College of Engineering and Computer Science to conduct a feasibility study to establish an architectural program at UTRGV, leveraging the growth of art restoration and its applications to architectural restoration.

CFA Action I.1.j. The College of Fine Arts will create degree and non-degree programs to align with and leverage student interest at high school, community college, and international partner universities.

CFA Action Step 1: Create an interdisciplinary committee to define size and scope, and to identify necessary resources.

CFA Action Step 2: The School of Art & Design will form a committee to examine student interest in programs in the Arts that exist at Valley high schools and community colleges, such as architecture, interior design, and fashion design.

CFA Action Step 3: Through an expansion of multimedia collaborations, such as music technology, film, game design, and animation, create exchange programs at partnering universities such as Christ University, Bangalore, India, and Pontificia Universidad Católica de Puerto Rico, Ponce, Puerto Rico.

CFA Action I.1.k. Leveraging the interest of high school students in the Valley, the College of Fine Arts will create a robust, multi-disciplinary Musical Theater and Opera program.

CFA Action Step 1: Form a faculty committee representing all contributing faculty to explore the size and scope of the program, including new faculty and staff, facility and equipment, degree requirements and scheduling impact.

CFA Action Step 2: The committee submits degree plans, faculty needs, support staff needs, space needs, equipment needs, and estimated budget to CFA for review/implementation.

Action Step 2 Metric 1: Monitor the progress of the proposals.

Action Step 2 Benchmark 1: The degree plans are approved by The College of Fine Arts, UTRGV Central Administration, and the UT Board of Regents.

CFA Action Step 3: The committee creates a recruitment plan for Musical Theater and Opera majors.

CFA Action Step 4: The College of Fine Arts will create a CFA Facility and Maintenance Plan that will include a schedule for replacement equipment and updates.

Action Step 4 Metric 1: Monitor the percentage of funding allocated for the CFA Facility and Maintenance Plan.

Action Step 4 Benchmark 1: Schedule for replacement equipment and updates will be fully funded.

CFA Objective I.2. Through expanding curricular offerings and recruiting efforts, the College of Fine Arts will increase the number of undergraduate and graduate majors to more than 2,000 students by Fall 2028 from the Fall 2023 level of 1,650 students (a 21% increase).

CFA Action I.2.a. Based on FY25 instructional capacity, the College of Fine Arts will create a CFA Recruitment Plan in conjunction with the new football program, FESTIBA, HESTEC, our theatre productions, and all other suitable university events and/or activities that set targeted goals and initiatives to recruit for existing programs.

Metric I.2.a.i. In FY25, Conduct a size and scope analysis to determine the teaching capacity of each department, based on student support, program needs, number of faculty, best pedagogical practice, accreditation guidelines, and facilities.

Benchmark I.2.a.i.(a) Size and scope analysis will identify areas of potential growth within FY25 capacity to inform the CFA Recruitment Plan.

CFA Action I.2.b. Leverage new facilities, such as those planned for the Brownsville campus, as well as dedicated Brownsville courses and ensembles, and new degree programs throughout the College of Fine Arts, to increase applicable faculty lines, increase instructional capacity, make needed adjustments in both the number and the quality of faculty teaching studios and offices, and increase recruitment of new students.

CFA Action Step 1: Increase marketing to future and current students regarding available courses/spaces in Brownsville.

Action Step 1 Metric 1: Monitor the number of marketing pieces focused on courses/spaces in Brownsville.

Action Step 1 Benchmark 1: At least one marketing piece annually for each department, including UTRGV ARTS, that is offering courses and programming in Brownsville.

CFA Action Step 2: Leverage CFA alumni engagement in Brownsville, particularly in education, to create recruitment pipelines.

Action Step 2 Metric 1: Monitor faculty workshops in Brownsville area high schools of UTRGV alumni via a centralized rotation plan and online documentation.

Action Step 2 Benchmark 1: The College of Fine Arts will offer at least ten workshops in Brownsville area high schools overall and at least one from each department offering courses and programming in Brownsville.

CFA Objective I.3. The College of Fine Arts will minimize student travel between Brownsville and Edinburg.

CFA Action I.3.a. The College of Fine Arts will create a new School of Art & Design facility in Brownsville that will be sufficiently staffed with tenure-track faculty so that students will only need to travel between campuses for certain topics or single-section advanced classes.

Metric I.3.a.i. Identify the “home campus” (or campuses) of each CFA program of study on the CFA website on the “degrees and programs” page and corresponding departmental webpages. Monitor the number of courses that students complete in a location different from the “home campus” of their program of study.

Benchmark I.3.a.i.(a) Students will complete no more than six required credit hours in a location different from the degree program “home campus,” excluding completely online courses.

CFA Action I.3.b. In collaboration with a design firm and the Office of Operations Planning and Construction, the College of Fine Arts will renovate the Majestic Theatre in downtown Brownsville to serve as a primary performance venue for large music ensembles, chamber and solo recitals, dance, and theatre, to potentially include:

- Hall of at least 450 seats with appropriate acoustics for live and recorded music.
- Large ensemble rehearsal space.
- Multimedia collaborative space for film, music technology, game design, and animation.
- Dance studio.
- Theatre acting/directing studio.

CFA Action I.3.c. Identify and develop online course offerings to increase accessibility and minimize student travel between UTRGV locations.

CFA Action Step 1: Identify courses and degree programs that could be offered online to increase accessibility and recruitment.

CFA Action Step 2: Analyze course schedules and identify factors that could increase time to graduation or increase student travel between locations and determine whether online course offerings could address the issues.

CFA Action Step 3: Identify budgetary impacts and/or create new degree program proposals, as applicable.

CFA Action Step 4: Invest in graduate assistantships to support online courses (for example, facilitate live Zoom-room courses, log the class into the teacher’s Zoom from the opposite campus, field questions, address communication issues, and help lead hands-on learning activities).

CFA Objective I.4. The College of Fine Arts will have state-of-the-art facilities to provide modern rehearsal, performance, art studio, maker spaces, labs, and classroom space for students and faculty in their educational and creative endeavors on all CFA campuses.

CFA Action I.4.a. The College of Fine Arts will create a new School of Art & Design facility in Brownsville that will be sufficiently staffed with tenure-track faculty so that students will only need to travel between campuses for certain topics or single-section advanced classes.

Metric I.4.a.i. Identify the “home campus” (or campuses) of each CFA program of study on the CFA website on the “degrees and programs” page and corresponding departmental webpages. Monitor the number of courses that students complete in a location different from the “home campus” of their program of study.

Benchmark I.3.b.i.(a) Students will complete no more than six required credit hours in a location different from the program “home campus,” excluding completely online courses.

CFA Action I.4.b. In collaboration with a design firm and the Office of Operations Planning and Construction, The College of Fine Arts will renovate the Majestic Theatre in downtown Brownsville to serve as a primary performance venue for large music ensembles, chamber and solo recitals, dance, and theatre, to potentially include:

- Hall of at least 450 seats with appropriate acoustics for live and recorded music.
- Large ensemble rehearsal space.
- Multimedia collaborative space for film, music technology, game design, and animation.
- Dance studio.
- Theatre acting/directing studio.

CFA Action I.4.c. The College of Fine Arts will advocate for the building of a music recital hall on the Edinburg campus to replace the Library Auditorium which is not currently online due to moisture issues.

CFA Action I.4.d. A College of Fine Arts committee will create a CFA Facility and Maintenance Plan. This will be a multi-year plan to assist the Dean in developing a long-range budget and advocacy plan and will identify:

- Technology needs, including malfunctioning technology, and all technology needed for online/hybrid classrooms.
- Equipment needs.
- Facility maintenance needs.
- Jeffers theatre renovation
- Health and Safety regarding facilities (ventilation, first aid, mold, water, soundproofing/decibel monitoring, procedures for dealing with injury including EMS pre-arrival, etc.)

Metric I.4.d.(1) Monitor the percentage of funding allocated for the CFA Facility and Maintenance Plan.

Benchmark I.4.d.(1)(a) Schedule for replacement equipment and updates will be fully funded.

CFA Action I.4.e. The College of Fine Arts will advocate for locating a dedicated Literary Arts gathering and performance space on the Edinburg campus for the Department of Creative Writing.

CFA Objective I.5. The College of Fine Arts will align its programs and practices so that UTRGV receives and maintains national accreditation for its programs.

CFA Action I.5.a. The College of Fine Arts will pursue new accreditation from the National Association of Schools of Art & Design (NASAD).

CFA Action I.5.b. The College of Fine Arts will fulfill all accreditation requirements so that UTRGV will maintain full accreditation and continue to be a member in good standing with the National Association of Schools of Dance (NASD), National Association of Schools of Music (NASM), and National Association of Schools of Theatre (NAST).

CFA Action I.5.c. New degree programs developed by the College of Fine Arts will be aligned with specialized accreditors to maintain excellence and CFA will pursue new accreditations, as applicable.

CFA Action I.5.d. Facilities planned by the College of Fine Arts will align with specialized accreditors.

CFA Objective I.6. The College of Fine Arts will invest in new personnel that are key to student success and high-quality research and creative activity.

CFA Action I.6.a. The College of Fine Arts will advocate for new faculty and staff positions for the new School of Art & Design building in Brownsville, consisting of, though not limited to:

- Faculty
 - Assistant Professor in Print Media (Visual Communication Design)
 - Assistant Professor in Digital Media (Visual Communication Design)
 - Assistant Professor in Game Production & Design (Visual Communication Design) in collaboration with Film and Music Technology to be hosted in Majestic Theatre.
 - Assistant Professor in Art History
 - Director of Galleries/Assistant Professor of Museology
 - Assistant Professor in Printmaking & Drawing
 - Assistant Professor in Painting & Drawing
 - Assistant Professor in Ceramics
 - Assistant Professor in Sculpture Metals
- Staff
 - Program Coordinator for faculty support (purchasing, scheduling assistance)
 - Lab Supervisor/Coordinator (manage labs, facility issues, equipment maintenance, supply inventory, chemical storage and disposal, health & safety, security, training and manage work-study)

CFA Action I.6.b. The College of Fine Arts will advocate for new faculty and staff positions for the UTRGV Majestic Theatre, consisting of, but not limited to:

- Tenure-track faculty
 - Film faculty in alignment with the curriculum.
 - Dance faculty to teach techniques and core courses.
 - Theatre faculty to teach acting/directing and core courses.
- Staff
 - Technical Director to oversee production for all areas (theatre, dance, and music) and house management staff.

CFA Action I.6.c. To meet the increasing needs for collaborative pianists in music, dance, and musical theatre/opera, the College of Fine Arts will increase the number of full-time and freelance collaborative pianists, align collaborative pianist needs with capacity, and create a Master of Music degree in collaborative piano.

CFA Action Step 1: Form a School of Music committee charged to submit a degree plan, faculty needs, space needs, equipment needs, and estimated budget to CFA for review/implementation.

Action Step 1 Metric 1: Monitor the progress of the proposals.

Action Step 1 Benchmark 1: The degree plans are approved by The College of Fine Arts, UTRGV Central Administration, and the UT Board of Regents.

Metric 1.6.c.i. Compare the total collaborative piano capacity to the identified need annually.

Benchmark 1.6.c.i.(a) Collaborative piano capacity will equal the identified need.

CFA Objective I.7. The College of Fine Arts will promote global citizenship amongst our students through a broadening of our study abroad programs.

CFA Action I.7.a. In collaboration with the Office of Global Affairs, the College of Fine Arts will establish the *UTRGV in Italy* program in Monte Santa Maria Tiberina, offering art restoration instruction, rotating instruction in all Arts disciplines per the interest of faculty and students, and research and creative activity residencies.

Metric 1.7.a.i. Monitor the number of students who enroll in CFA *UTRGV in Italy* programs.

Benchmark 1.7.a.i.(a) Each CFA *UTRGV in Italy* program will enroll at least 10 students per semester.

Metric 1.7.a.ii. Monitor the level of travel support provided to each student participating in CFA *UTRGV in Italy* programs.

Benchmark 1.7.a.ii.(a) Each student enrolled in CFA *UTRGV in Italy* programs will receive financial support of at least \$1,000 in addition to any federal financial aid they may receive.

CFA Action I.7.b. The College of Fine Arts will create programming, including mini-mesters, student and faculty exchanges, and research and creative activity collaborations with partnering universities.

Metric 1.7.b.i. Monitor the number of study abroad programs offered in the College of Fine Arts each year.

Benchmark 1.7.b.i. The College of Fine Arts will offer at least three international programs annually.

Metric 1.7.b.ii. Monitor the number of faculty engaged in international faculty exchanges and research and creative activity collaborations.

CFA Action 1.7.c. The College of Fine Arts will identify study abroad opportunities that are parallel to and can be included in the university's commitment to B3 initiatives.

II: Student Access and Success

CFA Objective II.1. The College of Fine Arts will implement programs designed to increase student retention and reduce time to graduation and will achieve a retention and graduation rate equal to the mean of the institution, as it relates to the size and scope of the degree programs.

CFA Action II.1.a. The College of Fine Arts will establish the Rio Grande Valley Center for Student Success and Arts Entrepreneurship (RGV CSSAE) as an organized research unit (ORU). This research unit will seek extramural funding to fulfill the following mission: *The Rio Grande Valley Center for Student Success and Arts Entrepreneurship engages and empowers students to create their paths in fields related to the human experience through academic, research, and professional development. Through applying research models of Arts and economic tourism development, the College of Fine Arts, in partnership with the Vackar College of Business and Entrepreneurship, will transform cultural arts and tourism throughout the Rio Grande Valley to provide career opportunities for its graduates.*

To achieve its mission the RGV CSSAE will focus on:

- Workshops, mentoring, and leadership and research program opportunities to support students in the achievement of their academic and professional goals.
- Facilitation of other elements of student success, encompassing career advising and planning, leadership and involvement, bilingual, bicultural, and biliteracy development in their field, addressing food insecurities, and student community.
- Outreach to external non-profit and for-profit partners to collaborate with the growth of the Rio Grande Valley cultural arts and tourism economy, including internship placements, grant writing, sponsorships, and job placements.
- Conduct research on the Rio Grande Valley cultural arts and tourism economy to develop sustainable frameworks and best practices.
- Provide guidance and resources for CFA and VCBE faculty to develop new courses and degree programs based on student support and research.

CFA Action Step 1: Establish a committee made up of faculty, academic advisors, external stakeholders, and students to oversee the planning of the center, including defining the scope of the center, seeking grant funding, and planning projects.

CFA Action Step 2: Seek an underwriting grant and advocate for internal funding that will support a center director.

Action Step 2 Metric 1: Monitor the percentage of funding (both internal and external) allocated for the center to fund a director, research studies, and internship and instructional support.

Action Step 2 Benchmark 1: The center's personnel and projects are fully funded.

CFA Action Step 3: Apply to the UTRGV Office of Research to establish the RGV CSSAE as an organized research unit (ORU).

Action Step 3 Metric 1: Monitor the progress of the proposals.

Action Step 1 Benchmark 1: The ORU proposal is approved by The College of Fine Arts, UTRGV Office of Research and the Deans' Research Council.

CFA Action II.1.b. The Rio Grande Valley Center for Student Success and Arts Entrepreneurship (RGV CSSAE) will identify areas of financial need and will seek and advocate for funding to address those areas of need.

Metric II.1.b.i. Identify financial obstacles and recommend solutions.

Benchmark II.4.b.i.(a) 75% of unmet financial need is addressed.

CFA Action II.1.c. Using the College of Fine Arts Spring 2023 Retention Report (and in the investigation of updates distributed by the UTRGV Institutional Reports & Dashboards) as a guide, CFA will address persistent academic obstacles to student success, namely:

- Degree road maps aligned with course scheduling that minimize travel between Brownsville and Edinburg.
- Peer tutoring through the RGV CSSAE, particularly for courses that have high DFW rates.
- Identifying “gateway” courses that disrupt sequential degree road maps by adding courses to the schedule.
- Investigating opportunities for greater flexibility within degree plans that may include the creation of additional minors, lists from which students may choose what course fits degree requirements, and/or zero-credit course options.
- Considering solutions for when a student gets “off track” (a semester off, a failed course that sets a whole sequence back, etc.) as this is one of the major reasons our current maps are ineffective (solutions should not involve allowing substitutions of non-equivalent courses, creating asynchronous sections of courses for one particular student, allowing the simultaneous registration of sequential courses, or allowing students to skip required prerequisites).
- Analyzing academic advising and identifying strategies to improve retention and graduation rates through more effective advising.
- Scheduling more summer courses in needed areas to help students stay on track and identifying sources of funding to help students enroll in these courses.
- Engaging advisors in new and transfer student orientation to ensure that degree road maps are appropriately followed and to make recommendations to departmental and college leadership in revising the course schedule to better meet student needs.
- Through more robust diagnostic assessments, advise transfer students on remedial skills and knowledge to graduate in a timely manner.

CFA Objective II.2. The College of Fine Arts will have state-of-the-art facilities to provide modern rehearsal, performance, art studio, lab, and classroom spaces for students and faculty in their educational and creative endeavors.

CFA Action II.2.a. The College of Fine Arts will create a new School of Art & Design facility in Brownsville that will be sufficiently staffed with tenure-track faculty so that students will only need to travel between campuses for certain topics or single-section advanced classes.

Metric II.2.a.i. Identify the “home campus” (or campuses) of each CFA program of study on the CFA website on the “degrees and programs” page and corresponding departmental webpages. Monitor the number of courses that students complete in a location different from the “home campus” of their program of study.

Benchmark II.2.b.i.(a) Students will complete no more than six required credit hours in a location different from the degree program “home campus,” excluding completely online courses.

CFA Action II.2.b. In collaboration with a design firm and the Office of Operations Planning and Construction, The College of Fine Arts will renovate the Majestic Theatre in downtown Brownsville to serve as a primary performance venue for large music ensembles, chamber and solo recitals, dance, and theatre, to potentially include:

- Hall of at least 450 seats with appropriate acoustics for live and recorded music.
- Large ensemble rehearsal space.
- Multimedia collaborative space for film, music technology, game design, and animation.
- Dance studio.
- Theatre acting/directing studio.

CFA Action II.2.c. The College of Fine Arts will advocate for the building of a music recital hall on the Edinburg campus to replace the Library Auditorium which is not currently online due to moisture issues.

CFA Action II.2.d. The College of Fine Arts will collaborate with the Offices of Academic Affairs and Information Technology to support technological emergencies, particularly after-hours, and on weekends. As the College grows technology-heavy programs, such as Music Technology, Animation/Game Design, Visual Communication Design, Photography, and Film, it will be critical to troubleshoot as students are completing projects.

CFA Action Step 1: Establish and communicate a process for faculty, staff, and students to report technological emergencies.

Action Step 1 Metric 1: Monitor the number of reported emergencies and the percentages of timely responses.

Action Step 1 Benchmark 1: 90% of reported emergencies will be addressed within three hours of the initial report.

CFA Action II.2.e. The College of Fine Arts will create a CFA Facility and Maintenance Plan. This plan will be a multi-year plan to assist the Dean in developing a long-range budget and advocacy plan and will identify:

- Technology needs, including malfunctioning technology and hours of instruction encompassing labs, rehearsals, hybrid and online courses, etc.
- Equipment needs.
- Facility maintenance needs.
- Keeping needed facilities open on weekends and holidays (e.g., practice rooms, etc.)

Metric II.2.e.(1) Monitor the percentage of funding allocated for the CFA Facility and Maintenance Plan.

Benchmark II.2.e.(1)(a) Schedule for replacement equipment and updates will be fully funded.

CFA Action II.2.f. The College of Fine Arts will advocate for locating a dedicated Literary Arts gathering and performance space on the Edinburg campus for the Department of Creative Writing.

CFA Objective II.3. The College of Fine Arts will minimize student travel between Brownsville and Edinburg.

CFA Action II.3.a. The College of Fine Arts will create a new School of Art & Design facility in Brownsville that will be sufficiently staffed with tenure-track faculty so that students will only need to travel between campuses for topics or single-section advanced classes.

Metric II.3.a.i. Identify the “home campus” of each CFA program of study on the CFA website on the “degrees and programs” page and corresponding departmental webpages. Monitor the number of courses that students complete in a location different from the “home campus” of their program of study.

Benchmark II.3.a.i.(a) Students will complete no more than six required credit hours in a location different from the degree program “home campus,” excluding completely online courses.

CFA Action II.3.b. In collaboration with a design firm and the Office of Operations Planning and Construction, The College of Fine Arts will renovate the Majestic Theatre in downtown Brownsville to serve as a primary performance venue for large music ensembles, chamber and solo recitals, dance, and theatre, to potentially include:

- Hall of at least 450 seats with appropriate acoustics for live and recorded music.
- Large ensemble rehearsal space.
- Multimedia collaborative space for film, music technology, game design, and animation.
- Dance studio.
- Theatre acting/directing studio.
- Dedicated space for creative writing performance practice/workshops

CFA Action II.3.c. Identify and develop online course offerings to increase accessibility and minimize student travel between UTRGV locations.

CFA Action Step 1: Identify courses and degree programs that could be offered online to increase accessibility and recruitment, such as:

- MM in Music Education with a concentration in Popular Music
- MM in Music Education – hybrid 3 summer cohort
- Art History, Art Appreciation, Game Design, etc.

CFA Action Step 2: Analyze course schedules and identify factors that could increase time to graduation or increase student travel between locations and determine whether online course offerings address the issues.

CFA Action Step 3: Identify budgetary impacts and/or create new degree program proposals, as applicable.

CFA Action Step 4: Identify faculty who are prepared to teach online and consider new faculty hires (including highly qualified adjuncts in locations remote from UTRGV) to support new online coursework and degree offerings.

CFA Action Step 5: Invest in graduate assistantships to support online courses (for example, facilitate live Zoom-room courses, log the class into the teacher's Zoom from the opposite campus, field questions, address communication issues, and help lead hands-on learning activities).

CFA Action Step 6: In collaboration with the Office of Teaching and Learning, create faculty professional development opportunities focused on online learning.

Metric II.3.c.i. Identify the "home campus" or campuses of each CFA program of study on the CFA website on the "degrees and programs" page and corresponding departmental webpages. Monitor the number of courses that students complete in a location different from the "home campus" of their program of study.

Benchmark II.3.c.i.(a) Students will complete no more than six required credit hours in a location different from the "home campus," excluding completely online courses.

Metric II.3.c.ii. Monitor DFW rates in online courses (an online course contains at least 50% online content).

Benchmark II.3.d.ii(a) DFW rates in online courses are less than 15% at the lower-division undergraduate level, 10% at the upper-division undergraduate level, and 5% at the graduate level.

Metric II.3.c.iii. An online degree is defined as a curriculum in which more than 50% of the degree consists of online courses. Monitor retention rate (first year to second year) of students enrolled in an online degree.

Benchmark II.3.c.iii(a) Retention rate is at or above the mean of the institutional retention rate for both undergraduates and graduates.

Metric II.3.c.iv. Monitor graduation rate for students enrolled in an online degree.

Benchmark II.3.c.iv.(a) Graduation rate is at or above the mean of the institutional graduation rate for both undergraduates and graduates.

Metric II.3.c.v. Monitor the number of faculty who participate in online teaching professional development, including opportunities external to the institution.

Benchmark II.3.c.v.(a) Faculty who teach online courses will participate in at least one online teaching professional development, including opportunities external to the institution, every three years.

CFA Objective II.4. The CFA will promote academic readiness for students in the Arts in partnership with K-12 schools, including the UTRGV Collegiate High Schools.

CFA Action II.4.a. Sustain and expand the number of CFA workshops, festivals, and summer camps in all areas, particularly those associated with University Interscholastic League (UIL) activities and in identified areas to support student success of first year and transfer students.

CFA Action Step 1: Understanding that sponsoring outreach programs can be considered faculty service, create a budget based on participation fees, coupled with grants and institutional support to fully fund workshops, festivals, and summer camps, including competitive faculty summer stipends or other incentives for organizing and leading workshops, festivals, and summer camps.

CFA Action Step 2: The College of Fine Arts will engage with RGV high schools and community colleges to communicate expectations and, where appropriate, provide preparatory programs. Each department will analyze freshman and transfer student success in coursework to identify need for preparatory support.

CFA Action Step 3: Identify facilities to be utilized for these activities with minimal disruption to ongoing scheduled courses.

CFA Action Step 4: As a part of outreach budget, establish effective marketing and publicity for these events to students in area schools.

Metric II.4.a.i. Monitor the number of annual workshops, festivals, and summer camps currently being offered by the CFA.

Benchmark II.4.a.i.(a) The number of CFA annual workshops, festivals, and summer camps will double from FY24 to FY29.

Metric II.4.a.ii. Monitor the number of enrollments for annual workshops, festivals, and summer camps currently being offered by the CFA.

Benchmark II.4.a.ii.(a) The enrollment of CFA annual workshops, festivals, and summer camps will double from FY24 to FY29.

Metric II.4.a.iii. Monitor faculty participation in UIL events, such as, judging, hosting, advising, that align with CFA programs.

Benchmark II.4.a.iii.(a) At least one faculty member will be engaged in each UIL event that aligns with a CFA program.

Benchmark II.4.a.iii.(b) Create/maintain workshops, festivals, and summer camps in tandem with Metric II.2.a.i. (*i.e.*, programs that correspond with UTRGV programs at the “home campus”) in the UIL areas of need.

CFA Action II.4.b. Establish CFA arts programming (classes primarily, but also workshops, events, etc.) for UTRGV collegiate high schools.

Metric II.4.b.i. Monitor the CFA arts programs in UTRGV collegiate high schools.

Benchmark II.4.b.i.(a) Each UTRGV collegiate high school will have at least one arts program per year.

Benchmark II.4.b.i.(b) The College of Fine Arts will expand the offerings of arts general education courses at UTRGV collegiate high schools and other high schools for dual enrollment credit.

Metric II.4.b.ii. Monitor the funding in support of arts programs in UTRGV collegiate high schools.

Benchmark II.4.b.ii.(a) CFA will work with the UTRGV Office of Student Success to provide funding for arts programs in UTRGV collegiate high schools, including appropriate faculty stipends.

CFA Action II.4.c. As a part of new art facilities in Brownsville, the College of Fine Arts will identify areas of opportunities for pre-college arts education and create a community school to address those needs. The CFA community school will provide lessons and other arts experiences for community members and K-12 students.

CFA Action Step 1: Complete new Brownsville art facilities.

CFA Action Step 2: Create a budgetary framework based on participation fees, coupled with grants and institutional support, to fund new graduate assistantships who we be assigned to teach in the school.

CFA Action Step 3: Identify a Community School Director funded through participation fees, coupled with grants and institutional support.

CFA Objective II.5. The College of Fine Arts will create a new structure for meaningful, realistic assessment of student learning outcomes that is focused on improving instruction and strengthening programs rather than accreditation reporting.

CFA Action II.5.a. The College of Fine Arts will revise its internal assessment process to better reflect the authentic assessment process integral to the arts and provide more support for departmental assessment coordinators through training and peer review.

CFA Action II.5.b. CFA Dean's Office and departmental leadership will take a larger role in supporting departmental assessment coordinators through feedback sessions, facilitating analysis of assessment data, and developing conclusions and action plans if needed based on the data.

CFA Action II.5.c. CFA leadership will implement strategies to increase faculty understanding and acceptance of assessment activities, respecting faculty expertise and experience and utilizing effective practices already in use, while suggesting CFA Actions which might improve outcomes without creating additional faculty burdens.

CFA Objective II.6. The College of Fine Arts will contribute to the liberal arts education of all UTRGV students.

CFA Action II.6.a. The College of Fine Arts will examine curricular offerings and offer core courses with high levels of student interest.

Metric II.6.a.i. Monitor course enrollments in comparison to courses with wait lists.

Benchmark II.7.a.i.(a) Reassign courses with waitlists for those with low enrollment if it does not delay graduation.

CFA Action II.6.b. The College of Fine Arts will create new core courses, including those in support of B3 initiatives, that align with student interests, and follow the schedule set forward by the Office of Academic Affairs for the acceptance of new core course proposals.

CFA Action II.6.c. The College of Fine Arts will increase online modalities of core courses to increase the reach of our coursework.

CFA Action Step 1: Identify faculty who are prepared to teach online and consider new faculty hires (including highly qualified adjuncts in locations remote from UTRGV) to support new online coursework and degree offerings.

CFA Action Step 2: Invest in graduate assistantships to support online courses (for example, facilitate live Zoom-room courses, log the class into the teacher's Zoom from the opposite campus, field questions, address communication issues, and help lead hands-on learning activities).

CFA Action Step 3: In collaboration with the Office of Teaching and Learning, create faculty professional development opportunities focused on online learning.

Metric II.6.c.i. Monitor the number of faculty who participate in online teaching professional development, including opportunities external to the institution.

Benchmark II.6.c.i.(a) Faculty who teach online courses will participate in at least one online teaching professional development, including opportunities external to the institution, every three years.

CFA Objective II.7. The College of Fine Arts will stay connected with alumni and external stakeholders to provide instructional programs needed by arts practitioners through continuing education opportunities, certificate programs, and micro-credentials.

CFA Action II.7.a. The College of Fine Arts will establish a CFA Advisory Committee, made up of external stakeholders, that will:

- Advise the administration, faculty, and staff of the College of Fine Arts regarding programming, industry trends, and public arts opportunities.
- Build a network of supporters of the arts in fulfillment of the mission and strategic directions of the College of Fine Arts.

- Advocate for the College of Fine Arts in its goal to grow the arts economy in the Valley, including student and alumni mentorship, employment, and external partnerships.

CFA Action II.7.b. Based on collaborations with alumni and external stakeholders, the College of Fine Arts will create new continuing education opportunities, certificate programs, and micro-credentials.

Metric II.7.b.i. Monitor the number of continuing education opportunities, certificate programs, and micro-credentials in the college overall and by department.

Benchmark II.7.b.i.(a) The college will offer at least ten and each department will offer at least one continuing education opportunities annually.

III: Campus Life

CFA Objective III.1. The College of Fine Arts will be the artistic hub of the Rio Grande Valley that will support artistic experiences throughout the Valley and on UTRGV campuses.

CFA Action III.1.a. With support from the College of Fine Arts Advisory Committee, CFA will build a robust Distinguished Artist Series to bring nationally and internationally recognized artists and researchers to the Rio Grande Valley, enhancing CFA curricula.

CFA Action Step 1: Receive approval from the Office of the President and the UT Board of Regents to create the College of Fine Arts Advisory Committee.

CFA Action Step 2: Form a Distinguished Artist Series Advisory Subcommittee made up of UTRGV faculty, staff, student, and CFA Advisory Committee members.

CFA Action Step 3: The Distinguished Artist Series Advisory Subcommittee will collaborate with UTRGV ARTS staff in the marketing and communication of the Distinguished Artist Series and will solicit their network for event sponsorships.

CFA Action Step Metric 1: Monitor attendance at all UTRGV ARTS events, disaggregated on two levels:

- Patron type (student, faculty/staff, external)
- Event type (departmental (student, faculty, ensemble, Guest/Distinguished Artist Series)

CFA Action Step Benchmark 1: Increase overall attendance by patron type (student, faculty/staff, external) for UTRGV ARTS events overall and by event type (departmental (student, faculty, ensemble, Guest/Distinguished Artist Series) year over year by 5 percent.

CFA Action Step 4: Create more opportunities or incentives for UTRGV students, faculty, and staff to attend CFA events and galleries, possibly including low/no cost tickets for current UTRGV students.

CFA Action Step Metric 2: Monitor the impact of incentives in comparison to similar events without incentives.

CFA Action Step Benchmark 2. Increased attendance for events with incentives as compared with similar events that do not include incentives.

CFA Action III.1.b. In collaboration with UTRGV ARTS staff, the College of Fine Arts Collaboration Committee will manage FESTIBA beginning in FY25.

CFA Action III.1.c. The College of Fine Arts will collaborate with central administration, university advancement, athletics, the UTRGV spirit program, and space planning to support the needs of the Vaquero Marching Band.

CFA Action Step 1: Using student fees funding dedicated to the Marching Band, the School of Music will hire an Assistant Director of Athletic Bands. If applicable, this faculty member will also teach applied saxophone in Brownsville.

CFA Action Step 2: Marching Band faculty and staff will create opportunities within the organization for leadership development of music education students.

CFA Action Step 3: The College of Fine Arts will advocate for renovations to the Edinburg Track and Field that include:

- Turf with permanent yard and collegiate football hash marks.
- Watchtower.
- Water equipment.
- Air-conditioned uniform and instrument storage.
- Safety considerations.

CFA Action Step 4: The College of Fine Arts will advocate for an equivalent field in Brownsville to the one in Edinburg.

CFA Action Step 5: The College of Fine Arts will work with the Offices of Student Activities and President, and the Division of University Advancement to establish a standard contribution policy for all CFA entities that conduct external performances.

CFA Action Step 6: The College of Fine Arts will work with the Division of University Advancement to grow a donor base for the Vaquero Marching Band which will contribute to endowed scholarships, graduate assistantships, consultant fees, and equipment (such as trucks, audio and visual elements, instruments, and uniforms).

CFA Action Step 6 Metric 1: Monitor the funding dedicated to the Vaquero Marching Band.

CFA Action Step 6 Benchmark 1. \$250,000 in annual, planned, and in-kind donations will be given to the Vaquero Marching Band annually.

CFA Action Step 7: Through increased visibility and curricular requirements, the Vaquero Marching Band will reach or exceed a membership of 400.

CFA Action Step 7 Metric 1: Monitor the enrollment of the Vaquero Marching Band.

CFA Action Step 7 Benchmark 1: Vaquero Marching Band will reach or exceed a membership of 400.

CFA Objective III.2. The College of Fine Arts will collaborate with University Marketing and Communications to increase its visibility to positively impact enrollment, reputation, and event attendance.

CFA Action III.2.a. Based on FY25 instructional capacity, create a CFA Recruitment Plan in conjunction with the new football program, FESTIBA, HESTEC, our theatre productions, and all other suitable university events and/or activities that set targeted goals and initiatives to recruit for existing programs.

Metric III.2.a.i. In FY25, conduct a size and scope analysis to determine the teaching capacity of each department, based on student needs, program needs, number of faculty, best pedagogical practice, accreditation guidelines, and facilities.

Benchmark III.2.a.i.(a) Size and scope analysis will identify areas of potential growth within FY25 capacity to inform the CFA Recruitment Plan.

CFA Action III.2.b. The College of Fine Arts will launch an online store in collaboration with University Marketing and Communication and external vendors to sell CFA-branded items (such as T-shirts, water bottles, and mugs, each branded with Marching Band, productions, ensembles, etc.) and products created in CFA (such as books, pottery, paintings, etc.).

CFA Action III.2.c. The College of Fine Arts will increase the accessibility of its public events.

CFA Action Step 1: Install cameras in performance venues to live stream and archive public performances, following contract and copyright guidelines.

CFA Action Step 2: With the artist's permission, create digital catalogs on the CFA website and archive all visual art exhibitions.

CFA Action Step 3: Improve signage in all public event venues, including handicapped parking, accessible entrances and seating, elevators, and restrooms to improve the patron experience.

CFA Action Step 4: Collaborate with facilities to provide at least one gender-neutral restroom in all CFA facilities.

CFA Action III.2.d. Hire support staff who will be equipped to assist CFA in all aspects of the roles of Marketing Coordinator, Web Content Specialist, and Digital Engagement Coordinator

Metric III.2.d.i. Increase the number of marketing pieces for UTRGV ARTS guest artist events, annual festivals, Patron of the Arts, gallery exhibitions, and other CFA needs.

Benchmark III.2.d.i.(a) All CFA public events will have at least one communication piece, even if this piece is distributed through no-cost means.

Metric III.2.d.ii. In collaboration with CFA departments, UTRGV ARTS staff will create a UTRGV ARTS season consisting of the Distinguished Artist Series, faculty and student performances, productions, exhibitions, readings, and other special events. Monitor the number of events that are communicated at the beginning of the year but have a change of date, time, or location.

Benchmark III.2.d.ii.(a) No more than five CFA public events will have a change of date, time, or location once they are publicly communicated. Every effort will be made to communicate through multiple means any changes as soon as possible.

CFA Objective III.3. The College of Fine Arts will strengthen community on campus through student participation in affinity-based housing, extracurricular opportunities, interdisciplinary collaborations, and student clubs and organizations.

CFA Action III.3.a. The Dean of the College of Fine Arts will expand the Fine Arts Student Advisory Council to include not just SGA representatives but leaders of student organizations throughout CFA to address student concerns.

CFA Action III.3.b. The College of Fine Arts will work with University Housing and Dining and the Office of Student Life to create affinity-based housing.

CFA Action Step 1: Using the Marching Band and scholarships associated with participation in marching band, begin a living and learning community with students who participate in marching band as a pilot for other programs within the College of Fine Arts. Based on best practices of living and learning communities, the Marching Band community will contain programming that interests the members of the community.

CFA Action Step 2: Survey affinity groups within CFA to determine interest in establishing additional living and learning communities.

CFA Action Step 3: Advocate for financial support to establish additional living and learning communities.

CFA Objective III.4. The College of Fine Arts will engage alumni in events and outreach activities to maintain a life-long relationship.

CFA Action III.4.a. The College of Fine Arts will collaborate with the UTRGV Alumni Association to create a database of alumni.

CFA Action III.4.b. The College of Fine Arts will establish a CFA Advisory Committee that will:

- Advise the administration, faculty, and staff of the College of Fine Arts regarding programming, industry trends, and public arts opportunities.
- Build a network of art supporters to fulfill the mission and strategic directions of the College of Fine Arts.
- Advocate for the College of Fine Arts in its goal to grow the arts economy in the Valley, including student and alumni mentorship, employment, and external partnerships.

CFA Action III.4.c. Based on collaborations with alumni and external stakeholders, the College of Fine Arts will create new continuing education opportunities, certificate programs, and micro-credentials.

Metric III.4.c.i. Monitor the number of continuing education opportunities, certificate programs, and micro-credentials in the college overall and by department.

Benchmark III.4.c.i.(a) The college will offer at least ten and each department will offer at least one continuing education opportunities annually.

CFA Action III.4.d. The College of Fine Arts will create alumni events, such as an Alumni Choir, Alumni Marching Band, Alumni Weekend, Alumni-only receptions, etc.

Metric III.4.d.i. Monitor the number of CFA alumni events.

Benchmark III.4.d.i. Each department will host at least one alumni event annually.

CFA Action III.4.e. The College of Fine Arts will create a digital magazine, containing alumni updates, faculty and staff accomplishments, and stories highlighting the work of the College of Fine Arts.

CFA Objective III.5. The College of Fine Arts will contribute to the university-wide strategic objective to institutionalize sustainability and promote sustainable development in the community.

CFA Action III.5.a. The College of Fine Arts will implement sustainability performance measures and continuous improvement on our campuses to align with best practices, based on seven principles: transformation and change (not just knowledge), education for all and lifelong learning, systems thinking (highlighting connections between environmental, economic, social and political systems), envisioning a better future (problem-solving), critical thinking and reflection, participation (engaging groups and individuals) and partnerships for change.

Metric III.5.a.i. Monitor the number of CFA faculty attending sustainability curriculum development trainings in order to increase collective CFA capacity to infuse sustainability across the curriculum and scholarly objectives.

Benchmark III.5.a.i.(a) Increase the number of CFA faculty attending sustainability curriculum development trainings year to year in order to increase collective CFA capacity to infuse sustainability across the curriculum and scholarly objectives.

Metric III.5.a.ii. Monitor the number of degree and certificate programs that are identified as Education for Sustainable Development programs.

Benchmark III.5.a.ii.(a) The College of Fine Arts will offer at least five degree and certificate programs that are identified as Education for Sustainable Development programs.

Metric III.5.a.iii. Monitor the number of CFA students participating in Education for Sustainable Development programs.

Benchmark III.5.a.iii.(a) The number of CFA students participating in Education for Sustainable Development programs will increase year to year.

Metric III.5.a.iv. Monitor the number of CFA courses classified as sustainability-focused or -related since the last AASHE STARS assessment.

Benchmark III.5.a.iv.(a) The number of CFA courses classified as sustainability-focused or -related will increase since the last AASHE STARS assessment.

Metric III.5.a.v. Monitor the number of CFA students enrolled in courses that are sustainability-focused or -related.

Benchmark III.5.a.v.(a) The number of CFA students enrolled in courses that are sustainability-focused or –related will increase year to year.

CFA Action III.5.b. Increase number of collaborations with community partners on shared sustainability goals.

Metric III.5.b.i. Monitor the number of community partnerships for sustainable development.

Benchmark III.5.b.i.(a) The number of community partnerships for sustainable development will increase from year to year.

Metric III.5.b.ii. Monitor the number of service-learning courses or programs involving sustainable development offered by the College of Fine Arts.

Benchmark III.5.b.ii.(a) The number of service-learning courses or programs involving sustainable development offered by the College of Fine Arts will increase from year to year.

Metric III.5.b.iii. Monitor the number of community service hours spent by students every semester on projects focused on or related to sustainability.

Benchmark III.5.b.iii.(a) The number of community service hours spent by students every semester on projects focused on or related to sustainability will increase from year to year.

IV: Research and Scholarship

CFA Objective IV.1. The faculty of the College of Fine Arts will increase their national and international reputation through creative activities, such as professional and invited productions, exhibitions, and performances, as well as peer-reviewed publications and presentations at national and international conferences.

CFA Action 1V.1.a. CFA will establish a CFA Faculty Travel Grant in support of research and creative activity presentations and data collection.

Metric 1V.1.a.i. Monitor the number of CFA Faculty Travel Grant proposals.

Benchmark 1V.1.a.i.(a) 75% of CFA Faculty Travel Grant proposals will be funded.

Metric 1V.1.a.ii. Monitor the total amount of faculty funding to support travel from all sources, including grants and institutional support.

Benchmark 1V.1.a.ii. (a) CFA faculty will receive \$100,000 annually in faculty travel funding from all sources.

Metric 1V.1.a.iii. Monitor the number of university internal grants/awards in support of faculty travel and other research support, including Faculty Travel Awards and Research Enhancement Seed Grants.

Benchmark 1.1.a.iii.(a) 30% of tenure/tenure-track faculty will submit proposals for university internal grants/awards in support of faculty travel and other research support, including, but not limited to, Faculty Travel Awards and Research Enhancement Seed Grants.

Benchmark 1.1.a.iii.(b) 75% of tenure/tenure-track faculty who submit proposals will be partially or fully funded.

CFA Action 1V.1.b. The faculty of the College of Fine Arts will perform, present, and publish with a national and international scope.

Metric 1V.1.b.i. Monitor the number of tenure/tenure-track faculty who perform, present, and publish with a national and international scope.

Benchmark 1V.1.b.i.(a) 75% of tenure/tenure-track faculty will perform, present, and publish with a national and international scope annually.

Metric 1V.1.b.ii. Monitor the number of performances, presentations, and publications with a national and international scope.

Benchmark 1V.1.bi.i.(a) The faculty of the College of Fine Arts will create 150 national and international performances, presentations, and publications annually.

CFA Action 1V.1.c. Create new incentives for CFA faculty to submit internal grant proposals, including, but not limited to, clear wording in College of Fine Arts Criteria for Annual Review and Tenure and Promotion Documents.

CFA Action Step 1: Establish incentives for faculty to submit grant proposals.

CFA Action Step 2: Establish internal rewards and recognition for faculty with successful grant proposals.

CFA Objective IV.2. The faculty of the College of Fine Arts will increase external grant funding in support of research, creative activities, and instruction.

CFA Action 1V.2.a. The College of Fine Arts will provide faculty development opportunities to increase the number of grant proposals to external institutions.

Metric 1V.2.a.i. Monitor the number of faculty development opportunities related to external funding in which CFA faculty participate.

Benchmark 1V.2.a.i.(a) CFA will provide two faculty development opportunities related to external funding per year.

Benchmark 1V.2.a.i.(b) 30% of CFA faculty will participate in at least one faculty development opportunity related to external funding per year.

Metric 1V.2.a.ii. Monitor the number of tenured/tenure track faculty overall and by department who submit a grant proposal between FY25-29.

Benchmark 1V.2.a.ii.(a) 40 different tenured/tenure track CFA faculty overall and half of the tenured/tenure track faculty in each department will submit a grant proposal between FY25-29.

Benchmark 1V.2.a.ii.(b) CFA will average 30 submitted grant proposals per year.

Metric 1V.2.a.iii. Monitor the number of grants awarded in proportion to the total number submitted.

Benchmark 1V.2.a.iii.(a) 33% of all grant proposals will be partially or fully awarded.

CFA Action IV.2.b. Through extramural funding, the College of Fine Arts will fund buyouts for course load, summer stipends, faculty development leave, graduate assistantships, undergraduate student workers, and indirect costs, in addition to project funding and the investigation of additional support staff commensurate with increases in grant proposals.

Metric 1V.2.b.i. Monitor the number of proposals and their total budgets dedicated to course load, summer stipends, faculty development leave, graduate assistantships, undergraduate student workers, and indirect costs in addition to project funding.

Benchmark 1V.2.b.i.(a) 75% of proposals will contain one or more of the following in the budget: course load, summer stipends, faculty development leave, graduate assistantships, undergraduate student workers, or indirect costs

CFA Action IV.2.c. Create new incentives for CFA faculty to submit external grant proposals, including clear wording in College of Fine Arts Criteria for Annual Review and Tenure and Promotion Documents.

CFA Action Step 1: Establish incentives for faculty to submit grant proposals.

CFA Action Step 2: Establish internal rewards and recognition for faculty with successful grant proposals.

CFA Action IV.2.d. Create collaborative research groups, including groups across disciplines, to facilitate the development of research and creative activity projects and/or grant proposals and collaborations.

Metric 1V.2.d.i. Monitor the number of proposals and their total budgets from collaborative research groups.

CFA Action IV.2.e. The College of Fine Arts will establish the Rio Grande Valley Center for Student Success and Arts Entrepreneurship (RGV CSSAE) as an organized research unit (ORU). This research unit will seek extramural funding to fulfill the following mission: *The Rio Grande Valley Center for Student Success and Arts Entrepreneurship engages and empowers students to create their paths in fields related to the human experience through academic, research, and professional development. Through applying research models of Arts and tourism economic development, the College of Fine Arts, in partnership with the Vackar College of Business and Entrepreneurship, will transform cultural arts and tourism throughout the Rio Grande Valley to provide career opportunities for its graduates.*

To achieve this mission the RGV CSSAE will focus on:

- Workshops, mentoring, and leadership and research program opportunities, to support students in the achievement of their academic and professional goals.
- Facilitation of other elements of Student Success, encompassing career advising and planning, leadership and involvement, bilingual, bicultural, and biliteracy development in their field, addressing food insecurities, and student community.
- Outreach to external non-profit and for-profit partners to collaborate with the growth of the Rio Grande Valley cultural arts and tourism economy, including internship placements, grant writing, sponsorships, and job placements.
- Conduct research on the Rio Grande Valley cultural arts and tourism economy to develop frameworks and best practices.
- Provide guidance and resources for CFA and VCBE faculty to develop new courses and degree programs based on student needs and research.

CFA Action Step 1: Establish a committee made up of faculty, academic advisors, external stakeholders, and students to oversee the planning of the center, including defining the scope of the center, seeking grant funding, and planning projects.

CFA Action Step 2: Seek an underwriting grant and advocate for internal funding that will support a center director and dedicated academic advisors based on the location and size of the student body within the College of Fine Arts.

Metric IV.2.e.i. Monitor the percentage of funding (both internal and external) allocated for the center to fund a director, academic advisors, research studies, internship, and instructional support.

Benchmark IV.2.e.i.(a) The center's personnel and projects are fully funded.

CFA Action IV.2.f. The College of Fine Arts will create grant proposals in support of new curriculum development, including facilities, equipment, and personnel.

Metric 1V.2.f.i. Monitor the number of proposals and their total budgets related to new curriculum development.

CFA Action IV.2.g. In collaboration with and with support from the Center for Latin American Arts, the faculty of the College of Fine Arts will create grant proposals that leverage the cultural heritage of the Rio Grande Valley and other regions of Latin America.

CFA Objective IV.3. The College of Fine Arts will have state-of-the-art facilities to provide modern rehearsal, performance, art studio, and classroom space for students and faculty in their educational and creative endeavors.

CFA Action IV.3.a. The College of Fine Arts will create a new School of Art & Design facility in Brownsville that will be sufficiently staffed with tenure-track faculty so that students will only need to travel between campuses for certain topics or single-section advanced classes.

Metric IV.3.a.i. Identify the “home campus” (or campuses) of each CFA program of study on the CFA website on the “degrees and programs” page and corresponding departmental webpages. Monitor the number of courses that students complete in a location different from the “home campus” of their program of study.

Benchmark IV.3.a.i.(a) Students will complete no more than six required credit hours in a location different from their “home campus,” excluding completely online courses.

CFA Action IV.3.b. In collaboration with a design firm and the Office of Operations Planning and Construction, The College of Fine Arts will renovate the Majestic Theatre in downtown Brownsville to serve as a primary performance venue for large music ensembles, chamber and solo recitals, dance, and theatre, to potentially include:

- Hall of at least 450 seats with appropriate acoustics for live and recorded music.
- Large ensemble rehearsal space.
- Multimedia collaborative space for film, music technology, game design, and animation.
- Dance studio.
- Theatre acting/directing studio.

CFA Action IV.3.c. The College of Fine Arts will advocate for the building of a music recital hall on the Edinburg campus to replace the Library Auditorium which is not currently online due to moisture issues.

CFA Action IV.3.d. The College of Fine Arts CFA will create a CFA Facility and Maintenance Plan. This plan will be a multi-year plan to assist the Dean in developing a long-range budget and advocacy plan that will identify:

- Technological needs, including malfunctioning technology.
- Equipment needs.
- Facility maintenance needs.

Metric IV.3.d.(1) Monitor the percentage of funding allocated for the CFA Facility and Maintenance Plan.

Benchmark IV.3.d.(1)(a) Schedule for replacement equipment and updates will be fully funded.

CFA Action IV.3.e. Leveraging matching support from the Office of Research, the College of Fine Arts will use indirect costs from grants to hire support staff who will be equipped to assist CFA faculty in all aspects of grant writing and management including, but not limited to, finding grant opportunities, managing finances of awarded grants, and grant reconciliations.

Metric IV.3.e.i. Monitor the annual amount of indirect costs distributed to CFA in proportion to what is needed for matched funding from the Office of Research.

Benchmark IV.3.e.i.(a) Indirect funding is annually raised to cover half the salary and benefits of a full-time grant writer with the other half covered by the Office of Research.

CFA Action IV.3.f. The College of Fine Arts will advocate for locating a dedicated Literary Arts gathering and performance space on the Edinburg campus for the Department of Creative Writing.

CFA Objective IV.4. The number of College of Fine Arts students attending/presenting at conferences, visiting studios, and representing UTRGV in any programs and competitions will increase.

CFA Action IV.4.a. The College of Fine Arts faculty will embed external research and creative activities in their coursework and engage students in their own research and creative activities.

Metric IV.4.a.i. Monitor the number of external research and creative activities that engage students in research and creative activities.

CFA Action IV.4.b. The College of Fine Arts will invest internal funding and seek extramural and philanthropic funding for student research/creative activity and travel grants.

Metric IV.4.b.i. Monitor the amount of internal, extramural, and philanthropic funding in support of student research and creative activity.

Benchmark IV.4.b.i.(a) Internal, extramural, and philanthropic funding in support of student research and creative activity will exceed \$100,000 annually.

Metric IV.4.b.ii. Monitor the number of students involved in national/international experiences.

Benchmark IV.4.b.ii.(a) The number of students involved in national/international experiences will increase year by year.

CFA Objective IV.5. The CFA will increase our graduate student enrollment, including new graduate programs at the master's and doctoral level.

CFA Action IV.5.a. The College of Fine Arts will create curricular offerings that leverage the cultural heritage of the Rio Grande Valley.

CFA Action Step 1: Form a college-wide committee to investigate the feasibility of graduate programs associated with the cultural heritage of the Rio Grande Valley, such as MA's, MM's, MFA's, and PhD's in Ethnomusicology, Art History, Mexican Folk Culture and/or Performance, the fine arts related to Mexican American Studies/Latinx Studies, and/or combined interdisciplinary graduate degrees, perhaps in collaboration with the public heritage program of the Department of Anthropology, the Mexican American Studies program, Spanish Department, Ethnic Studies course development with the PUENTES (Department of Education I) grant work / Center for Mexican American Studies, the Center for Latin American Arts, the Office for Bilingual Integration and its B3 Scholar Seal initiatives, and/or as a part of the Provost's work in creating a PhD in Humanities.

Action Step 1 Metric 1: Assess student demand.

Benchmark 1: Needs assessment shows large enough student interest in one or more graduate pathways to spur the beginning of a new degree program proposal.

Action Step 1 Metric 2: Collaborate with UTRGV libraries to identify the additional library resources necessary to support graduate programs.

Benchmark 2: Needs assessment shows what library and other resources are essential to support new degree programs.

CFA Action Step 2: The committee submits degree plans to CFA for review/implementation.

Action Step 2 Metric 1: Monitor the progress of the proposal.

Action Step 2 Benchmark 1: The degree plan is approved by The College of Fine Arts, UTRGV Central Administration, and the UT Board of Regents.

CFA Action IV.5.b. The College of Fine Arts will develop new graduate programs including online programs and enhance graduate curricula to reflect contemporary practice and inclusive values. Graduate online programs will thereby increase student enrollment internationally and from outside of the Valley.

Metric IV.5.b.i. Conduct a needs assessment of prospective graduate students for graduate programs in degrees identified by the faculty, such as:

- MFA in Dance
- MFA in Creative Writing (fully online designed for distance learners)
- MM in Ethnomusicology
- MFA or PhD in A-t - Community Engagement
- PhD Art History
- PhD Art Education

- MFA in Theatre
- MA or PhD in Interdisciplinary Arts

Benchmark IV.5.b.1.(a) Needs assessment shows large enough student interest in one or more graduate pathways to spur the beginning of a new degree program proposal.

CFA Action Step 1: The committee submits degree plans to CFA for review/implementation.

Action Step 1 Metric 1: Monitor the progress of the proposal.

Action Step 1 Benchmark 1: The degree plan is approved by The College of Fine Arts, UTRGV Central Administration, and the UT Board of Regents.

CFA Action IV.5.c. The College of Fine Arts will expand bridge programs to ensure a diverse, inclusive, and internationally representative pool of graduate students.

Metric IV.5.c. Monitor the number of international graduate students in CFA.

Benchmark IV.5.c. The number of international graduate students in CFA will grow each year.

CFA Action IV.5.d. The College of Fine Arts will create progressive graduate programs specifically geared toward working professionals within the RGV and beyond (fully online programs; summers-only programs).

Metric IV.5.d. Monitor the number of graduate programs specifically geared toward working professionals.

Benchmark IV.5.c. The number of graduate programs specifically geared toward working professionals will grow each year.

CFA Objective IV.6. The College of Fine Arts will strengthen current graduate programs through investment and recruitment.

CFA Action IV.6.1. Through institutional and grant funding the College of Fine Arts will increase its support of graduate students through assistantships, fellowships, and scholarships and will strategically use these funds to focus on graduate recruitment and meeting instructional and research needs.

Metric IV.6.1. Monitor the amount of funding distributed to CFA graduate students.

Benchmark IV.6.1. Graduate assistantships, fellowships, and scholarships will exceed \$500,000 annually.

Metric IV.6.2. Monitor the percentage of CFA students who accept assistantships, fellowships, and scholarship offers.

Benchmark IV.6.1. 75% of graduate students will accept assistantships, fellowships, and scholarship offers.

CFA Action Step 1: After analyzing historical recruitment data and instructional needs, departments will determine how best to maximize their graduate admissions yield and meet their recruitment goals, as articulated in the CFA Marketing and Recruitment Plan.

CFA Action IV.6.2. Based on enrollment needs, the College of Fine Arts will hire faculty to teach expanding graduate programs.

CFA Objective IV.7. The College of Fine Arts will contribute to the institutional goal of building on research to benefit Hispanic/Latino communities and increase community-engaged scholarship opportunities for faculty and students.

CFA Action IV.7.a. The College of Fine Arts will create curricular offerings and community-based initiatives that leverage the cultural heritage of the Rio Grande Valley and that support the development of coursework and programs that incorporate bilingual, bicultural, and biliterate (henceforth, “B3”) initiatives.

CFA Action Step 1: Form a college-wide committee to investigate the feasibility of graduate programs associated with the cultural heritage of the Rio Grande Valley, such as MA’s, MM’s, MFA’s, and PhD’s in Ethnomusicology, Art History, Mexican Folk Culture and/or Performance, the fine arts related to Mexican American Studies/Latinx Studies, and/or combined interdisciplinary graduate degrees, perhaps in collaboration with the public heritage program of the Department of Anthropology, the Mexican American Studies program, Spanish Department, Ethnic Studies course development with the PUENTES (Department of Education/HSI) grant work / Center for Mexican American Studies, the Center for Latin American Arts, the Office for Bilingual Integration and its B3 Scholar Seal initiatives, and/or as a part of the Provost’s work in creating a PhD in Humanities.

Action Step 1 Metric 1: Assess student demand.

Benchmark 1: Needs assessment shows large enough student interest in one or more graduate pathways to spur the beginning of a new degree program proposal.

Action Step 1 Metric 2: Collaborate with UTRGV libraries to identify the additional library resources necessary to support graduate programs.

Benchmark 2: Needs assessment shows what library and other resources are essential to support new degree programs.

CFA Action Step 2: The committee submits degree plans to CFA for review/implementation.

Action Step 2 Metric 1: Monitor the progress of the proposal.

Action Step 2 Benchmark 1: The degree plan is approved by The College of Fine Arts, UTRGV Central Administration, and the UT Board of Regents.

CFA Action Step 3: Investigate means to incentivize research, scholarship, creative works, and performances that address B3 initiatives within the College of Fine Arts.

CFA Action Step 4: Engage faculty in community-based initiatives, including pre-K to 12 community partners, to build B3 programs and elevate the value and presence of biculturalism, the Spanish language, and bilingualism by nurturing a robust public discourse.

Metric IV.7.a.iv. Monitor the number of CFA students who graduate with the university's B3 Scholar Seal Certification.

Benchmark IV.7.a.iv.(a) The number of CFA students who graduate with the university's B3 Scholar Seal Certification will increase year to year.

CFA Action IV.7.b. The School of Music will create new ensemble/performance offerings based on popular programs in high schools and community colleges, such as conjunto, jazz, and musical theatre.

CFA Action Step 1: Identify and, if applicable, find funding for ensemble/performance directors.

Action Step 1 Metric 1: Assess ensemble/performance offerings in high schools and community colleges.

Benchmark 1: The School of Music identifies ensemble/performance offerings in high schools and community colleges that align with the strategic mission of the school.

Benchmark 2: The School of Music identifies any applicable funding necessary to offer programs that align with ensemble/performance offerings in high schools and community colleges.

CFA Action Step 2: Propose recruitment and marketing specific for new ensembles/performances as a part of the CFA Marketing and Recruitment Plan.

CFA Action IV.7.c. As a part of the Distinguished Artist Series, include Artists-in-Residence that addresses issues within Latinx communities with exhibition and/or performance opportunities.

Metric IV.7.c.i. Monitor the events associated with the Distinguished Artist Series.

Benchmark IV.7.c.i.(a) At least two events associated with the Distinguished Artist Series will relate to issues within Latinx communities annually.

V: Health Education and Patient Care

CFA Objective V.1. The College of Fine Arts will contribute to addressing regional healthcare needs and health disparities through the creation of new degree and non-degree programs that intersect with healthcare needs.

CFA Action V.1.a. CFA will consider the creation of new curricular offerings in arts therapies, specifically art and music therapy.

CFA Action Step 1: Form committees within the School of Art and Design and the School of Music respectively to discuss, create, and conduct a needs assessment.

Action Step 1 Metric 1: Assess student demand.

Benchmark 1: Needs assessments show large enough student interest in music and art therapy to spur a new degree program proposal.

CFA Action Step 2: The committee submits degree plans to CFA for review/implementation.

Action Step 2 Metric 1: Monitor the progress of the proposal.

Action Step 2 Benchmark 1: The degree plan is approved by The College of Fine Arts, UTRGV Central Administration, and the UT Board of Regents.

CFA Action V.1.b. The College of Fine Arts will collaborate with external partners to provide support to health entities, such as training for health professionals and therapeutic art programming.

Metric V.1.b.i. Monitor health-related outreach.

Benchmark V.1.b.1.(a) The College of Fine Arts will engage in three health-related activities annually.

Metric V.1.b.ii. Monitor grants from CFA faculty related to the intersection of the Arts and wellness or health training.

Benchmark V.1.b.1.(a) College of Fine Arts faculty will have some percentage of at least one grant related to the intersection of the Arts and wellness or health training annually.

CFA Objective V.2. The College of Fine Arts will promote a culture of health, well-being, and safety in all its activities.

CFA Action V.2.a. The College of Fine Arts departments will establish injury prevention methods in line with established university and state mandates for student safety in the areas of first aid, CPR, stop the bleed training, and venue emergency management training offered by varying UTRGV offices.

CFA Action Step 1: CFA departments will identify potential areas of safety concerns, particularly in areas that deal with student use of machinery, public performance, and

student-led activities that are not supervised by faculty or staff, and will create a process by which safety needs are addressed.

CFA Action Step 2: Staff/ student/ faculty training will be implemented for potential areas of concern.

CFA Action Step 3: Department policies will be created to outline the procedures for emergency medical situations.

CFA Action V.2.b. The College of Fine Arts will create a CFA Facility and Maintenance Plan that will include a schedule for addressing (sustainability and) environmental concerns, such as air quality, moisture, pest control, etc.

Metric V.2.b.i. Monitor the percentage of funding allocated for the CFA Facility and Maintenance Plan.

Benchmark V.2.b.i.(a) Schedule for replacement equipment and updates will be fully funded.

VI: People

CFA Objective VI.1. The CFA will support faculty and staff through training, initiatives, and investments to recruit and retain faculty and staff.

CFA Action VI.1.a. The College of Fine Arts will identify areas of needed staff and advocate for filling those areas.

CFA Action VI.1.b. To meet the increasing needs for collaborative pianists in music, dance, and musical theatre/opera, the College of Fine Arts will increase the number of full-time and freelance collaborative pianists, align collaborative pianist needs with capacity, and create a Master of Music degree in collaborative piano.

CFA Action Step 1: Form a School of Music committee charged to submit a degree plan, faculty needs, space needs, equipment needs, and estimated budget to CFA for review/implementation.

Action Step 1 Metric 1: Monitor the progress of the proposals.

Action Step 1 Benchmark 1: The degree plans are approved by The College of Fine Arts, UTRGV Central Administration, and the UT Board of Regents.

Metric VI.1.b.i. Compare the total collaborative piano capacity to the identified need annually.

Benchmark VI.1.b.i.(a) Collaborative piano capacity will equal the identified need.

CFA Action VI.1.c. The College of Fine Arts will recognize the outstanding achievements of its faculty and staff through annual awards. These awards will be funded through philanthropic support.

Metric VI.1.c.i. Monitor the amount of philanthropic support dedicated to faculty and staff awards.

Benchmark VI.1.c.i.(a) Create named endowments for each of the faculty and staff excellence awards:

- Teaching
- Research/Creative Activity
- Emerging Scholar
- Community Engaged Scholar
- Staff
- Lifetime Achievement

CFA Action VI.1.d. Through the Rio Grande Valley Center for Student Success and Arts Entrepreneurship (RGV CSSAE), the College of Fine Arts will invest in leadership in the Arts training for faculty, staff, and students and student success initiatives that engage faculty and graduate assistants.

CFA Action VI.1.e. The College of Fine Arts will formalize its training, mentorship, and evaluation of graduate assistants (for example, using Conexión).

CFA Action VI.1.f. The College of Fine Arts will collaborate with the Vice Provost for Faculty Affairs to add faculty and staff recruitment best practices to search committee training.

Metric VI.1.f.1. Monitor the size of candidate pools in searches.

Benchmark VI.1.f.1.(a) Candidate pools for all searches will increase compared to candidate pools of similar positions before implementing new search committee training.

CFA Objective VI.2. The CFA will promote a community where all faculty, staff, and students feel that they are in a safe environment that encourages creative problem solving, risk-taking, and self-expression.

CFA Action VI.2.a. The College of Fine Arts will collaborate with the Vice Provost for Faculty Affairs to develop a formal faculty mentorship program, chair training, and faculty research workshops.

CFA Action VI.2.b. The College of Fine Arts Committee on Climate and Community will collaborate with CFA leadership to create a safe environment that encourages creative problem solving, risk-taking, and self-expression.

CFA Action VI.2.c. In the development of the CFA Facility and Maintenance Plan, the College of Fine Arts Committee on Climate and Community will meet with Student Accessibility Services, the Office of Student Life, and the Dean of Students to assess the need to update facilities and equipment. Create a priority list, determine what costs UTRGV, the Office of Student Life, and the Dean of Students cover, and advocate for student safety.

Metric VI.2.c.i. Monitor the percentage of funding allocated for the CFA Facility and Maintenance Plan related to improved accessibility to physical spaces, such as safe pedestrian crossing, handicap parking signage, marked gender-neutral restrooms, etc.,)

Benchmark VI.2.c.i.(a) Schedule for replacement equipment and updates will be fully funded.

CFA Action VI.2.d. Although minimizing student travel between Brownsville and Edinburg is of primary concern, the College of Fine Arts will manage course scheduling to minimize faculty travel between Brownsville and Edinburg, understanding that enrollment trends are a major factor.

Metric VI.2.d.i. Monitor the number of faculty who teach courses in both Brownsville and Edinburg each semester.

CFA Objective VI.3. The CFA will promote communication and transparency in CFA leadership and governance committees.

CFA Action VI.3.a. The College of Fine Arts faculty and staff senators will meet with the Dean regularly to better coordinate strategies and initiatives.

CFA Action VI.3.b. The College of Fine Arts will examine faculty and staff assignments to committees in consideration of:

- Rotation of members to avoid faculty burnout and ensure continuity of work.

- Democratic processes to ensure that all aspects of our CFA community (faculty of all ranks, staff, and students) are represented and have a voice in the governance of the college.
- Leadership development through established co- or vice-chairs.

CFA Action VI.3.c. For more transparent communication, the College of Fine Arts will create a Policy and Procedure Manual that will allow faculty to see how the UTRGV Handbook of Policies is operationalized in the college.

CFA Objective VI.4. As UTRGV approaches R1 status, the College of Fine Arts will increase the level of productivity of its research and creative activity by increasing the number of tenure/tenure-track faculty without losing instructional capacity.

CFA Action VI.4.a. The College of Fine Arts will advocate for new faculty and staff positions for the new School of Art and Design building in Brownsville, potentially consisting of:

- Faculty
 - Assistant Professor in Print Media (Visual Communication Design)
 - Assistant Professor in Digital Media (Visual Communication Design)
 - Assistant Professor in Game Production & Design (Visual Communication Design) in collaboration with Film and Music Technology to be hosted in Brownsville Performing Arts Center.
 - Assistant Professor in Art History
 - Director of Galleries/Assistant Professor of Museology
 - Assistant Professor in Printmaking & Drawing
 - Assistant Professor in Painting & Drawing
 - Assistant Professor in Ceramics
 - Assistant Professor in Sculpture Metals
- Staff
 - Program Coordinator for faculty support (purchasing, scheduling assistance)
 - Lab Supervisor/Coordinator (manage labs, facility issues, equipment maintenance, supply inventory, chemical storage and disposal, health & safety, security, training and manage work-study)

CFA Action VI.4.b. The College of Fine Arts will advocate for new faculty and staff positions for the UTRGV Majestic Theatre, potentially consisting of:

- Film faculty in alignment with the curriculum.
- Dance faculty to teach techniques and core courses.
- Theatre faculty to teach acting/directing and core courses.
- Technical Director to oversee production and house management staff.
- Additional faculty and staff, as needed.

CFA Action VI.4.c. The College of Fine Arts will provide faculty development opportunities to increase the number of grant proposals to external institutions.

Metric VI.4.c.i. Monitor the number of faculty development opportunities related to external funding in which CFA faculty participate.

Benchmark VI.4.c.i.(a) CFA will provide two faculty development opportunities related to external funding per year.

Benchmark VI.4.c.i.(b): 50% of CFA faculty will participate in at least one faculty development opportunity related to external funding per year.

Metric VI.4.c.ii. Monitor the number of tenured/tenure track faculty overall and by department who submit a grant proposal between FY25-29.

Benchmark VI.4.c.ii.(a) 40 different tenured/tenure track CFA faculty overall and half of the tenured/tenure track faculty in each department will submit a grant proposal between FY25-29.

Benchmark VI.4.c.ii.(b) CFA will average 30 submitted grant proposals per year.

Metric VI.4.c.iii. Monitor the number of grants awarded in proportion to the total number submitted.

Benchmark VI.4.c.iii.(a) 33% of all grant proposals will be partially or fully awarded.

CFA Action VI.4.d. CFA will establish a faculty travel grant in support of research and creative activity presentations and data collection.

Metric VI.4.d.i. Monitor the number of faculty travel grant proposals.

Benchmark VI.4.d.i.(a) 75% of faculty travel grant proposals will be funded.

Metric VI.4.d.ii. Monitor the total amount of faculty funding to support travel from all sources.

Benchmark VI.4.d.ii.(a) CFA faculty will receive \$100,000 annually in faculty travel funding from all sources.

Metric VI.4.d.iii. Monitor the number of university internal grants/awards in support of faculty travel and other research support, including, but not limited to, Faculty Travel Awards and Research Enhancement Seed Grants.

Benchmark VI.4.d.iii.(a) 30% of tenure/tenure-track faculty will submit proposals for university internal grants/awards in support of faculty travel and other research support, including, but not limited to, Faculty Travel Awards and Research Enhancement Seed Grants.

Benchmark VI.4.d.iii.(b) 75% of tenure/tenure-track faculty who submit proposals will be partially or fully funded.

CFA Action VI.4.e. College of Fine Arts faculty will embed external research and creative activities in their coursework and engage students in their own research and creative activities.

CFA Action VI.4.f. The College of Fine Arts will seek external funding for student research grants.

Metric VI.4.f.i. Monitor the number of students involved in national/international experiences.

Benchmark VI.4.f.i.(a) The number of students involved in national/international experiences will increase year by year.

CFA Action VI.4.g. To allocate more faculty capacity to research in the form of increasing the percentage of tenure-track and tenured faculty, the College of Fine Arts will advocate for an increase in adjunct pool funding and permanent funding to cover overload and large sections to best meet student demand.

Metric VI.4.g.i. Monitor budget increases dedicated to funding for adjuncts and to covering overload and large sections.

Benchmark VI.4.h.i.(a) Funding will increase from \$106,000 in FY24 to \$250,000.

Metric VI.4.g.ii. Monitor the number of tenure-track/tenured faculty as a proportion of full-time faculty.

Benchmark VI.4.h.ii.(a) The percentage of tenure-track/tenured faculty as a proportion of full-time faculty will be above the university mean.