

Goal I	Specific	Measurable	Actionable	Relevant	Time-bound
<p><b>Job Satisfaction/ Support: Faculty are provided the resources needed to be effective in their jobs.</b></p>	<p>Facilitate discussions through scheduled meetings among:  <i>Faculty as a whole</i>  <i>Director with each Area</i>  <i>Director and Junior Faculty</i></p> <p><i>Develop a list of resources and prioritize needs vs. wants and explain how these resources will help faculty be more effective in their jobs.</i></p>	<p>Measuring Faculty effectiveness in their jobs will be measured, but not limited too, to the following <b>Metrics:</b>  <i>Developing meaningful communication of data through Data collection, Survey and Self-report. Can include, but not be limited to, how many grants are awarded, how many publications and monographs are created, recruitment, retention, attrition, and graduate rates analyzed and evaluated.</i></p>	<p>Meetings will allow the School to coordinate ideas and head collectively in the same direction in providing resources for faculty and administrators by developing a list of resources; prioritizing needs vs. wants, as well as explaining how these resources will help faculty be more effective in their jobs.</p>	<p>Frequent meetings will allow for continuity of communication and will develop a well informed School.</p> <p>Improvements and acquisition of resources for faculty and administrators will help the School of Music reach our overall goal of being more effective educators, researchers, and community engagement(service).</p>	<p>All team building activities will be completed within the next 10 months</p> <p>Re-evaluate Key milestones:            March 8, 2022            Submit action plans</p> <p>October 18, 2022            Evaluate &amp; reassess</p> <p>December 6, 2022            Interim report</p>
<p><b>SMART Goal: By developing a list of resources, prioritizing needs vs. wants, and explaining how these resources will help faculty be more effective in their jobs, administrators and faculty will be proactive in discussing issues and developing strategies that are efficient and effective in helping faculty maximize their potential. All specific initiatives are to be completed by December 2024.</b></p>					

Goal II	Specific	Measurable	Actionable	Relevant	Time-bound
<p><b>Policies, Resources &amp; Efficiency: adequate faculty/staff to achieve our goals</b></p>	<p>Include all faculty as participants in shared governance in issues that affect them.</p> <p>Area faculty are consulted in identifying qualified instructors to teach courses that pertain to their area when assigned to non-specialists and will be in concert with SACSCOC guidelines for FACULTY CREDENTIALS Standard 6.2.a (Faculty qualifications)</p>	<p>Courses will be taught by faculty specialized in the area or related discipline.</p> <p>When this is not possible, the Director of the School of Music will consult with area faculty in identifying qualified instructors to teach courses that pertain to their area.</p> <p><b>Metrics employed:</b>  <i>Data collection, Survey and Self-report</i></p>	<p>If courses taught by non-area faculty need improvements, area faculty offer feedback, provide mentorship, and training.</p>	<p>Involving faculty to ensure quality measures for achieving goals.</p> <p>Include all faculty as participants in shared governance in issues that affect them.</p>	<p>All team building activities will be completed within the next 10 months</p> <p>Re-evaluate Key milestones:            March 8, 2022            Submit action plans</p> <p>October 18, 2022            Evaluate &amp; reassess</p> <p>December 6, 2022            Interim report</p>

**SMART Goal:** Through developing a list of resources, prioritizing needs vs. wants, and explaining how these resources will help faculty be more effective in their jobs. Based on these efforts administrators and faculty will be proactive in discussing issues and developing strategies that are efficient and effective. All specific initiatives are to be completed by December 2024.



Goal II(a)	Specific	Measurable	Actionable	Relevant	Time-bound
<p><b>Shared Governance: Faculty, administration and staff are meaningfully involved in institutional planning.</b></p>	<p>Include all faculty as participants in shared governance in issues that affect them</p> <p>Develop a prioritized list of faculty and staff lines that best serve immediate and future needs of the SoM.</p>	<p>Faculty will prepare a list of most urgent needs in terms of faculty and staff lines.</p> <p>Success will be measured by Director using this list to make requests for faculty and staff lines.</p> <p><b>Metrics employed:</b>  <i>Data collection, Survey and Self-report</i></p>	<p>A subcommittee will be assembled to do a comparative analysis of similar (like or aspiring) institutions.</p> <p>Comparative analysis will allow us to see where we have gaps</p>	<p>Involving faculty in decisions that affect the School's future.</p> <p>Creating a prioritized list of faculty and staff lines that best serve immediate and future needs of the SoM.</p>	<p>All team building activities will be completed within the next 10 months</p> <p>Re-evaluate Key milestones:            March 8, 2022            Submit action plans</p> <p>October 18, 2022            Evaluate &amp; reassess</p> <p>December 6, 2022            Interim report</p>

**SMART Goal:** Through meaningful discussions with faculty prior to implementation and involving faculty in planning, the School of Music will build better relationships between administrators and faculty. All specific initiatives are to be completed by December 2024. Based on these efforts administrators and faculty will be proactive in discussing issues and developing strategies that are efficient and effective.



## Action Plan - Framework/Working Draft

Goal II(b)	Specific	Measurable	Actionable	Relevant	Time-bound
<p><b>Respect &amp; Appreciation: Our recognition and awards programs are meaningful to faculty.</b></p>	<p>Committee of the Whole will develop a peer-evaluated recognition award for outstanding achievements of SoM faculty in Teaching, Research/Creative Works, and Service.</p> <p>Feature all faculty in the SoM's magazine SOUND</p>	<p>Success will be measured by a self-study on the impact ownership and empowerment of the award.</p> <p>Success of the SoM's magazine SOUND will be evaluated the SOUND Creative and will include a faculty survey, Data collection, and Self-report.</p> <p><b>Metrics employed:</b> <i>Data collection, Survey and Self-report</i></p>	<p>Committee of the Whole will create an instrument to define and guide the selection process.</p> <p>Committee of the Whole will suggest names for the award and vote to select a name for the creation of peer-evaluated recognition award.</p> <p>Committee of the Whole will in tandem with Director of the SoM determine what benefits and privileges the award confers on faculty selected.</p>	<p>Involving faculty in decisions that affect the School's future.</p>	<p>All team building activities will be completed within the next 10 months</p> <p>Re-evaluate Key milestones: March 8, 2022 Submit action plans</p> <p>October 18, 2022 Evaluate &amp; reassess</p> <p>December 6, 2022 Interim report</p>
<p><b>SMART Goal: Through meaningful discussions, faculty will develop and implement a peer-evaluated recognition award for SoM faculty that embodies outstanding achievements in Teaching, Research/Creative Works, and Service. The School of Music will build better relationships between administrators and faculty and help foster a greater sense of community and recognition. All specific initiatives are to be completed by December 2024. Based on these efforts administrators and faculty will be proactive in developing meaningful recognition and ownership.</b></p>					