

# WT 125 Generational Plan

## Colleges and Responsibility Areas

### **Date**

March 26, 2018

### **Area of Responsibility Name**

Sybil B. Harrington College of Fine Arts and Humanities

### **Introduction**

All of the disciplines within the college provide student-centered learning environments dedicated to educating tomorrow's leaders through innovative academic and co-curricular programs. The faculty members of the college are outstanding teachers, artists, and performers as well as experts in their respective disciplines. The college prepares students with the critical thinking and writing skills needed to be employed in an ever changing technological world.

This is a pivotal time for the college with the increase in online education programs, increases in transfer students, and the focus on salaries for Liberal Arts and Humanities students. The college needs to stay relevant and focus on marketable skills so that students continue to major in Fine Arts and Humanities.

### **Theme Group Name**

The Panhandle and Its Heart-The I-27 Corridor

### **Key Idea (1)**

#### **Key Idea (1)**

Economic Development

#### **Goal 1:**

Art, theatre, dance, and music students and faculty provide needed talent that supports the ballet, orchestra, opera and theatre. These areas also support educators for the region and state who continue educating our youth in these areas. This is an important economic impact for the region.

#### **Action(s) 1.1:**

Continue graduating quality professional musicians, artists, arts educators, and dancers.

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### **Measurable Outcome(s) 1.1.1:**

Currently WT related people are 55% of the Amarillo Symphony and a large part of the opera and ballet. This percentage should continue to be strong in the community and larger panhandle region.

### **Key Idea (2)**

#### **Key Idea (2)**

Strengthen Partnerships: WTAMU-Canyon-Amarillo-The Panhandle

#### **Goal 1:**

The college should continue to maintain partnerships with the cultural entities in Amarillo as well as the broader panhandle.

#### **Action(s) 1.1:**

Faculty and students take part in outreach to Amarillo and surrounding cities. This outreach takes the form of clinics and public performances. The role of the college should continue to include outreach rather than expecting student groups to come to our campus.

### **Measurable Outcome(s) 1.1.1:**

Provide outreach to local dance programs, music programs, art programs, speech and multimedia programs, and theatre programs. The college has funded nearly \$35,000 per year in local outreach and that amount should increase.

### **Theme Group Name**

Our Relationship to Community Colleges

### **Key Idea (1)**

#### **Key Idea (1)**

Transfer Articulation and Community College Partnerships

#### **Goal 1:**

Increase the number of articulation agreements with local community colleges as well as find

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ways to make our curriculum more transfer student friendly in art, music, dance, and theatre.

### **Action(s) 1.1:**

Department heads and faculty from the disciplines above need to reach out to South Plains, Amarillo College, Frank Phillips, and Clarendon College to discuss transfer problems and solutions. We should take responsibility for this rather than waiting for Community College departments to come to us. The department of Communication has done this with Amarillo College but other areas have not.

### **Measurable Outcome(s) 1.1.1:**

Approve articulation agreements from all the area community colleges in all of the disciplines of the college. The college has no articulation agreements now.

## **Key Idea (2)**

### **Key Idea (2)**

Shared Leadership in Community: Benefits of Community that Impact WT

### **Goal 1:**

Department heads and faculty need to be active in the community and take part on non-profit boards and organizations related to their discipline.

### **Action(s) 1.1:**

Continue membership on key boards like the Amarillo Symphony, Amarillo Opera, Chamber Music Amarillo, the Lone Star Ballet, and the Chamber of Commerce Arts Organization.

### **Measurable Outcome(s) 1.1.1:**

Important community boards related to the college should have at least one WT faculty member or administrator on them.

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### **Theme Group Name**

Undergraduate Academics

### **Key Idea (1)**

#### **Key Idea (1)**

Resources for Undergraduate Students: Curriculum; Study Abroad; Scholarships

#### **Goal 1:**

The college is active in study abroad and generally takes around three trips per year. This year there are two trips to Costa Rica, one to South Africa, one to London, and one to Poland. This large number of trips strains the limited funding from the study abroad office. Next year the orchestra will travel which is around 55 students and also strains the budget.

#### **Action(s) 1.1:**

Increase the student fee amount supporting study abroad scholarships. This fee is currently \$4 per student. Increasing it would require a vote by the students. Individual students traveling abroad on faculty led trips currently receive around \$600.

#### **Measurable Outcome(s) 1.1.1:**

Increase student study abroad scholarships to \$750 for faculty led trips to make it easier for students to be able to afford to do these types of experiences.

### **Key Idea (2)**

#### **Key Idea (2)**

Ideal Mixture of On-Campus and Distance Education

#### **Goal 1:**

Increase the number of options for online degrees. Currently, online options only exist in BAAS, BGS, and Communication. The Communication degree becomes active in Fall 2018. Traditional campus options in Music, Art, Dance and Theatre will retain their on-campus focus.

#### **Action(s) 1.1:**

Create online degree paths at the undergraduate level for English and History. If this is not done, English and History will face declining enrollments as students seek alternative

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paths to degree completion.

Spanish courses needed for completion of the BAAS and BGS degrees should also have online options. Currently students need to complete the BS option rather than the BA option or take online language courses at another university. This also greatly impacts Criminal Justice as many of their students need the online language courses.

### **Measurable Outcome(s) 1.1.1:**

By 2022, English and History should have online options for their degrees and there should be Spanish options for courses needed to complete a BA in BAAS and BGS.

### **Theme Group Name**

Graduate Academics

### **Key Idea (1)**

#### **Key Idea (1)**

Support of Graduate Students through Fellowships

#### **Goal 1:**

Most universities offer graduate students tuition waivers as well as graduate assistant funding. WT is not competitive with other universities in what we offer.

#### **Action(s) 1.1:**

Increase graduate student assistantship funding by \$50,000 in order to bring all current assistantships to \$8,750 per year which covers tuition. Work with academic leadership to assess the possibility of tuition waivers.

### **Measurable Outcome(s) 1.1.1:**

Have all assistantships funded at a minimum of \$8,750 per academic year.

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### **Theme Group Name**

Residential Education Experience

### **Key Idea (1)**

#### **Key Idea (1)**

Student Engagement

#### **Goal 1:**

Each student in the college should have at least one experiential activity. This can include study abroad but internships should be required. Student teaching counts as an experiential activity. Students should be encouraged within their majors to take part in campus organizations and activities as well as discipline specific events.

#### **Action(s) 1.1:**

Change the curriculum so that every student in the college is required to do at least one internship. Communication is the only area that currently requires an internship.

Encourage students within the classroom structure to take part in university activities such as speakers in the Guest Artist and Distinguished Lecture Series.

#### **Measurable Outcome(s) 1.1.1:**

By 2021, require internships or related activities for all degrees in the college.

### **Theme Group Name**

Financial Resources

### **Key Idea (1)**

#### **Key Idea (1)**

Faculty Chairs and Professorships and Support for Hiring and Retaining Faculty

#### **Goal 1:**

All departments in the college could benefit from greater research support. English, Philosophy and Modern Languages (EPML) has a fund that all faculty can competitively apply to for research funding. This is helpful to wider number of faculty than a single professorship which only

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benefits one faculty member.

### **Action(s) 1.1:**

Create research funding endowments in Communication, History, Art, Theatre & Dance, and Music.

### **Measurable Outcome(s) 1.1.1:**

Add research funding endowments to the four departments that do not have such funds. By 2025, have research endowments for all departments.

## **Key Idea (2)**

### **Key Idea (2)**

Scholarship Funding Opportunities

### **Goal 1:**

Scholarships have not kept pace with the rising cost of a college education. We struggle in the areas that are competitive for students like theatre and music. We need additional scholarship funds.

### **Action(s) 1.1:**

Make scholarships a priority in the next capital campaign. Figure out how to best tell our students story so that community members see the need.

### **Measurable Outcome(s) 1.1.1:**

Add at least 5 scholarships per year for the college with focus on Music, Dance, Theatre and Communication.

## **Theme Group Name**

Intellectual Resources

## **Key Idea (1)**

### **Key Idea (1)**

Panhandle Plains Historical Museum Fully Integrated with the University

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### **Goal 1:**

The Panhandle Plains Historical Museum is a unique asset to the college and at risk with the decreased funding for TRB's. The Center for the Study of the American West (CSAW) is housed in the museum and makes use of its unique resources.

### **Action(s) 1.1:**

Continue to tie courses in History and English to the museum as well as continue to promote CSAW events in the museum. Raise awareness of the need for increased financing for the museum.

### **Measurable Outcome(s) 1.1.1:**

CSAW should continue to fund graduate and undergraduate student research grants and student internships to raise visibility for the museum.

## **Theme Group Name**

Human Capital

## **Key Idea (1)**

### **Key Idea (1)**

Work Load Symmetry and Fairness; Shifting Allocations of Teaching, Service, Research/Scholarship/Creative Activity

### **Goal 1:**

The majority of regional system schools, as well as WT's peer and aspirant institutions, have lower teaching loads. Most have a 3/3 or lower teaching load with similar research expectations. When WT increased research expectations twelve years ago, most disciplines did not see a commensurate decrease in teaching load. Faculty across the college are active with professional service in their individual disciplines.

### **Action(s) 1.1:**

Decrease teaching loads for tenure track faculty with strong research agendas from a 4/4 load to a 3/3 load. Music should evaluate what this type of change would require in terms of the number of students that should be in a studio and compare this with peer and aspirant schools of music.

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### **Measurable Outcome(s) 1.1.1:**

By 2021, English, History, Spanish, Communication, Art, Theatre, and Dance faculty should have loads that equate to 3/3 if the faculty are active researchers.

### **Theme Group Name**

Research and Infrastructure

### **Key Idea (1)**

#### **Key Idea (1)**

Sources of Funds

#### **Goal 1:**

Faculty members in Fine Arts and Humanities (FAH) often have to pay for some part of travel to regional, national, and international conferences out of pocket. They also might need to travel to various libraries across the nation and world to research specific documents from specific locations. This is a large strain on finances when many assistant professors are making less than \$58,000 a year.

#### **Action(s) 1.1:**

Increase funding possibilities like the Summer Faculty Development grant. In FAH, there are generally many more applicants for this type of funding than there is funding. The number of university funded Summer Faculty Development grants should be doubled. This year there are seven faculty applying for grants from FAH and only six will be funded for the whole university. The current budget is \$12,000.

FAH funds \$5,000 a year for competitive faculty research grants from the Sybil B. Harrington Endowment. This amount should be doubled to \$10,000 per year.

### **Measurable Outcome(s) 1.1.1:**

Double Summer Faculty Development grant funds as well as FAH based funds to provide a larger number of faculty a greater amount of funding support.

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### Key Idea (2)

#### **Key Idea (2)**

Adequacy of Lab Spaces for Research

#### **Goal 1:**

The Sybil B. Harrington Fine Arts Complex is an amazing technologically-rich facility. When it was completed in 2006, the university did not have enrollment growth as a priority and the building was built for existing enrollment rather than with growth potential. This facility does not have enough "lab" spaces to meet student demand. With the growth of the Music Industry program, there is need for an audio engineering studio. With the growth in theatre and musical theatre, there is need for a multi-use theatre performance space/lab where students can work with lighting and sound. Theatre has grown from 68 students in the fall of 2012 to 113 in the fall of 2017.

#### **Action(s) 1.1:**

Create space for at least two new labs for FAH. If funding was available for the continued renovation in the Palo Duro Research Facility, there could be space for these types of labs. The theatre lab needs high ceilings for lighting placement and design.

#### **Measurable Outcome(s) 1.1.1:**

Have plans and funding options in place by 2020.

### Theme Group Name

Leadership Governance and Organization

### Key Idea (1)

#### **Key Idea (1)**

Consistency in University Process and Services (Registration, Admissions, Advising)

#### **Goal 1:**

University processes of registration, admissions, and financial aid are outside of the direct control of the college but are essential to the continued growth of the university and college. Many processes such as admission decisions take longer than what the university needs to be competitive. The university is working on this but it is an item of great importance.

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Payment processes should also be simplified. Students can now make tuition payments online but are not able to begin making payments as soon as they are registered at New Student Orientation. Earlier payment ability would be good.

### **Action(s) 1.1:**

Continue work on the part of the university to put in processes that represent best practices compared to our peers and aspirant institutions. Continually assess, implement changes, and work on continuous improvement of university processes and services.

### **Measurable Outcome(s) 1.1.1:**

No information submitted

## **Key Idea (2)**

### **Key Idea (2)**

Distinctiveness and Market Niche

### **Goal 1:**

The departments in the college must work to market themselves in the current marketplace and be able to show the outstanding education and reasonable price of the university. We are nationally competitive in various areas of the college but this has not been marketed to full potential. University scholarships have not kept pace with other institutions in the region but our affordability and areas of excellence are points to highlight and market. Music, Communication and the arts have done a great job of being the reason that students across the US have chosen to attend WT but this can be done in a broader way across the college.

The Center for the Study of the American West (CSAW) is an amazing example of distinctiveness and a market niche. For the short time it has been in existence, CSAW has come a long way in terms of gaining regional recognition. CSAW has the capability to be the reason that undergraduate and graduate students come to study English or History at WTAMU. There is also great cross application potential to areas like Wildlife Biology and Agriculture.

### **Action(s) 1.1:**

Figure out the best way to market various degrees in the college as well as highlight benefits to being at WT for four years. Create talking points about reasons to be an in-

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residence student for four years to help students make choices about when to begin taking courses at WT as well as talking points about when it is best to transfer in for the various programs. These talking points should work hand in hand with articulation agreements so there is a clear and consistent message.

CSAW is at an important crossroads and needs additional support to maintain and continue to expand its regional footprint. Currently, there is no budgeted line of administrative support for the center. Dr. Shaffer has been cobbling together funds to pay a part-time administrative support person, but the position needs a full time budgeted position. A full time support person is needed for the stability of the center. As the center continues to grow, the faculty person directing the center might also need to transition to a full time position rather than half time. Similar centers generally have multiple full time staffers as well as a full time faculty director.

### **Measurable Outcome(s) 1.1.1:**

No information submitted

### **Appendices and Additional Facts and Analysis**

No information submitted

### **References**

No information submitted