

**CALARTS**

**STRATEGIC WORKPLAN  
2009-10**

**MAY/JUNE 2010**

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## STRATEGIC AREA #1: Provide a superior educational experience for artists

### Goal Description (1)

#### The Career Project.

**Strategic Initiative Links** - Curriculum Program Development; First Year Experience program; Implement a Winter Break from the structured curriculum; Strengthen the Community Arts Partnership's educational function as a bridge between the Institute and its surrounding communities.

Steps Taken to Accomplish Goal	Major Point Person	Others Involved	Timeline	Target Date	Current Status	Outcome
Plan <i>Arts in the World Coaching</i> 1.0 unit course	Amy Young Lisa Barr	Nancy Uscher Steven Lavine	Summer 2009	September 1, 2009	Completed	Add new option to address career education goals
Offer <i>Arts in the World Coaching</i> 1.0 unit course	Amy Young Lisa Barr	Nancy Uscher Steven Lavine	Fall Semester 2009	End of Semester Dec. 2009	Completed	List course goals in syllabus and measure outcomes
Plan and implement in-depth discussion on networking (enterprise) and individualized career planning at Deans Retreat	Nancy Uscher Steven Lavine	Deans	Summer 2009	September 22, 2009	Completed	Advance thinking about student success at CalArts
Design <i>First Year Experience</i> that focuses on the life of an artist, bringing in faculty artists as guests	Leo Hobaica (Faculty Liaison to FYE)	Yvonne Guy Nancy Uscher	Summer 2009	September 2009	Completed	Complement curricular offerings with early awareness about career
Inaugurate <i>Life After CalArts Workgroup</i> to look at opportunities available to CalArts graduates	Nicole Stark Nancy Uscher Joe Cohen	Justine Garrett Amy Young	Aug-Sept 2009	September 30, 2009	Completed	Report back findings, what we are currently doing and how we can enhance efforts at the Academic and Campus Affairs Committee meeting on September 30
October Board of Overseers focuses on the future of the School of Theater with discussion of 21st century career options	Steven Lavine	Overseer Guests Nancy Uscher	October 2009	October 26, 2009	Completed	Clarify issues connected to the Theater Dean Search
Explore the relationship of TAC (Trans Atlantic Consortium) to CalArts Career activities	David White Steven Lavine	Nancy Uscher	Academic Year 2009-10	May 2010	Phase 1 Completed	Distill conceptual thinking of TAC and find applications at CalArts
Clarify aspects of Internship Policy with Deans Council	Amy Young Deans	Nancy Uscher	Spring 2010	March 2010	Completed	Analyze the challenges of the policy to improve Internship Policy
Internship Policy follow-up visit of Amy Young to Deans Council	Amy Young Deans	Nancy uscher	Spring 2010	April 2010	Completed	Change policy and communicate changes to the Deans

### Goal Description (2)

**Increase awareness of diversity as a crucial component to educational and artistic life at CalArts and create a genuinely inclusive and supportive educational environment by fostering a diverse student body, faculty and staff; encouraging greater student, faculty and staff appreciation for and sensitivity toward differences in culture and/or ethnicity; nurturing art making through broader cultural interaction; promoting advocacy for marginalized student and faculty populations; and supporting across-the-board presence of Multiculturalism as a curricular and campus norm.**

Strategic Initiative Links - Establish Learning Resource Center, Enhance International Relationships, Develop First Year Experience

Steps Taken to Accomplish Goal	Major Point Person	Others Involved	Timeline	Target Date	Current Status	Outcome
Assistant Provost for Equity and Diversity is named	Nancy Uscher	Search Committee	May-June 2009	June 15, 2009	Completed	Matthew Shenoda accepted the position
Assistant Provost begins work at CalArts	Matthew Shenoda	Office of the Provost	August 2009	August 17, 2009	Completed	Matthew Shenoda starts in the position as the first Assistant Provost for Equity and Diversity at CalArts
Assistant Provost creates Diversity Plan and Activities "Roadmap" for 2009-10	Matthew Shenoda	Office of the Provost	Academic Year 2009-10	May 2010	Completed	Using the above goal as context, a set of diversity goals at CalArts will be advanced with a new focus embedded in the position of Assistant Provost
Create specific programming aimed at representing underrepresented artists and artistic practices and pedagogies (planning for 2010-11)	Matthew Shenoda	CalArts Community	Academic Year 2009-10	Phase 1 June 2010	Ongoing	Open up new areas of knowledge in the arts to CalArts students
Create new hiring strategies/policies aimed at diversifying faculty across the Institute	Matthew Shenoda	Deans	Academic Year 2009-10	Phase 1 June 2010	Ongoing	Address the challenges of hiring a diverse faculty to reflect the diversity in the student body
Create a long-term plan to expand curriculum towards more inclusions and a broader aesthetic breadth to allow students to explore a larger range of artistic practices	Matthew Shenoda	Curriculum Committee	Academic Year 2009-10	Phase 1 June 2010	Ongoing	The process to achieve this goal will be integrated into the larger work of the Curriculum Committee
Assistant Provost for Equity and Diversity joins key search committees at CalArts	Matthew Shenoda	Nancy Uscher Deans	Academic Year 2009-10	Phase 1 June 2010	Completed	Ensure diversity of members on search committees and emphasize diversity as a value in selecting a pool of candidates with a goal of hiring more diverse faculty
Matthew Shenoda leads Town Hall Meeting on Stereotyping	Matthew Shenoda	Diversity Committee	November 2009	Fall semester	Completed	Engage community in thoughtful dialogue about diversity
Create a festival called <i>The African American Arts Experience</i> , a student driven project	Erin Horton Matthew Shenoda	Diversity Committee	Feb. 23-25, 2010	Feb. 25, 2010	Completed	Support students in their quest to explore identity and diversity issues

<b>Steps Taken to Accomplish Goal</b>	<b>Major Point Person</b>	<b>Others Involved</b>	<b>Timeline</b>	<b>Target Date</b>	<b>Current Status</b>	<b>Outcome</b>
Undertake analysis (IR) to scrutinize graduation rate of underserved communities/populations and faculty diversity progress	Matthew Shenoda Mike Bryant	Trish Patryla	Academic Year 2009-10	June 1, 2010	Ongoing	Strive to put in place data driven action plans

### Goal Description (3)

**Develop systematic approach to program review at CalArts.**

Strategic Initiative Links - Establish Learning Resource Center; Reinstate Curriculum Committee

<b>Steps Taken to Accomplish Goal</b>	<b>Major Point Person</b>	<b>Others Involved</b>	<b>Timeline</b>	<b>Target Date</b>	<b>Current Status</b>	<b>Outcome</b>
Thoroughly review Program Review Report from 2008 (Critical Studies First Year Writing program)	Nancy Uscher Justine Garrett	Steven Lavine	Summer/Fall 2009	December 2009	<b>Completed</b>	Use this report as a pilot study to decide the structure and response protocol of such reviews
Review Program Review Guidelines from WASC	Justine Garrett Jacqui Bobak	Nancy Uscher	Fall 2009	December 2009	<b>Completed</b>	Clarify which CalArts programs need to undergo program review
Create protocol for how program reviews and reviewers' recommendations are vetted internally at CalArts and results disseminated	Justine Garrett	Nancy Uscher Jacqui Bobak	Summer/Fall 2009	December 2009	<b>Completed</b>	Ensure that reviews are of maximum use to CalArts
Create a system and calendar for program review at CalArts over the next 3-5 years	Justine Garrett	Nancy Uscher Steven Lavine	Academic Year 2009-10	May 2010	<b>Completed</b>	Submit this information to WASC as part of Review
Meeting with President Steven Lavine and Provost, Assistant Provost	Steven Lavine Justine Garrett	Nancy Uscher	Fall 2009	Jan. 1, 2010	<b>Completed</b>	Decision was made, taking in the external committee's recommendation, to fund a new faculty position for the first year writing program
Prepare timeline/guidelines for Film/Video program reviews	Justine Garrett Steve Anker	Nancy Uscher	Academic Year 2009-10	May 2010	<b>Completed</b>	Following initial program review in Critical Studies/Writing, Film/Video,(without a national accreditation agency) is next in the CalArts system of Program Review

### Goal Description (4)

<b>Curriculum Program Development and Innovations 2009-2010.</b>						
<b>Strategic Initiative Links - Diversity; Program Review; Learning Resource Center</b>						
<b>Steps Taken to Accomplish Goal</b>	<b>Major Point Person</b>	<b>Others Involved</b>	<b>Timeline</b>	<b>Target Date</b>	<b>Current Status</b>	<b>Outcome</b>
Complete all accreditation requirements for D.M.A	Jacqui Bobak David Rosenboom	Nancy Uscher Steven Lavine	Summer 2009	August 1, 2009	<b>Completed</b>	CalArts first doctoral program will be launched with 2 students in September 2009
Plan the <i>Request for Proposals</i> and calendar for the Interdisciplinary Cluster Project	Justine Garrett	Nancy Uscher Deans Council Academic Council	Summer 2009	September 1, 2009	<b>Completed</b>	Set the structure for receiving proposals in the Fall
Receive proposals and form faculty committees to review them	Justine Garrett	Nancy Uscher Deans Council Academic Council	Oct-Nov 2009	December 1, 2009	<b>Completed</b>	Continue the process by which clusters will be selected
Clusters are selected for activities in Spring 2010	Justine Garrett	Nancy Uscher Deans Council Academic Council	December 2009	December 1, 2009	<b>Completed</b>	Clusters informed of guidelines for Spring semester
Clusters are operation Spring 2010, with guidelines including networking goals	Justine Garrett	Nancy Uscher Deans Council Academic Council	Spring Semester 2010	May 2010	<b>Completed</b>	Create cluster goals and measure outcomes
Plan for Art and Technology MFA in the School of Art	Tom Leaser Tom Lawson	Justine Garrett Nancy Uscher Molly Ryan	Academic Year 2009-10	May 2010	<b>Completed</b>	Recruit four students; prepare to launch program Fall 2010
Plan restructuring of BFA Design and Production curriculum in the School of Theater	Ellen McCartney Leslie Tamaribuchi	Faculty in Design & Production Nancy Uscher	Academic Year 2009-10	May 2010	<b>Completed</b>	Recruit students to launch program Fall 2010
Conduct feasibility study about whether to add Writing BFA degree	Steven Lavine Nancy Uscher Nancy Wood	Carol Kim Molly Ryan	Academic Year 2009-10	May 2010	<b>Completed</b>	This study should explore the creation of a writing program that utilizes the best of CalArts and is differentiated from other writing programs
Plan future MFA in Music Technology with completion of proposal and internal approvals	Ajay Kapur Justine Garrett Nancy Uscher	David Rosenboom	Academic Year 2009-10	May 2010	<b>Completed</b>	Program launched in Fall 2011, with Fall 2010 recruitment
Continue WASC process, writing reviews and submitting the Capacity and Preparatory Review (CPR) in Fall, followed by CPR WASC visit in Spring Semester	Justine Garrett Jacqui Bobak	Nancy Uscher WASC Steering Committee	Academic Year 2009-10	March 2010	<b>Completed</b>	Complete Capacity and Preparatory Review (CPR) and prep for Education Effectiveness Review (EER)
Launch MFA in Scenic Design (Video for Performance track)	Chris Barreca Leslie Tamaribuchi Ellen McCartney	Justine Garrett Nancy Uscher	Fall 2009	September 19, 2009	<b>Completed</b>	This program is created after NAST voted to grant plan approval (April 2009) with a commendation for an innovative and expansive curricular plan

Initiate a new Interdisciplinary opportunity for students (ISP)	Nancy Uscher Lisa Barr	Deans/ Faculty	Dec 2009- Feb 2010	February 15, 2010	<b>Completed</b>	Provide all students undergraduate and graduate an opportunity to collaborate across schools for credit
Create an annual assessment approach for all programs	Justine Garrett WASC Steering Committee	Nancy Uscher	Spring 2010	May 2010	<b>Completed</b>	Using established guidelines, prepare for first annual assessment in November 2010 report
Create new articulation agreement with Santa Monica City College in 3 areas: General Education, Character Animation, Design & Production (Theater)	Lisa Barr Molly Ryan Maija Burnett	Nancy Uscher	Spring 2010	May 2010	ongoing	Establish clear guidelines for articulation agreement with Santa Monica City College, and post them on SMC website
Interdisciplinary Course Clusters selected for Fall 2010	Justine Garrett Cluster Faculty	Nancy Uscher	Spring 2010	April 2010	<b>Completed</b>	By selecting clusters for fall 2010, CalArts will now offer cluster opportunities for fall and spring during the 2010/2011 academic year
Curriculum Committee leadership selected for 2010-2011 academic year	Nancy Uscher Deans	Deans Council Academic Council	Spring 2010	April 2010	<b>Completed</b>	David Rosenboom and Tom Lawson will co-chair Curriculum Committee

### Goal Description (5)

#### Orientation for Undergraduate and Graduate Students.

**Strategic Initiative Links** - Increase Awareness of Diversity, Enrollment Management Process

Steps Taken to Accomplish Goal	Major Point Person	Others Involved	Timeline	Target Date	Current Status	Outcome
Orientation planning for First Year students' projects and separate MFA orientation	Yvonne Guy Leo Hobaica	Nancy Uscher	Summer 2009	Week 2 September 2009	Completed	Introduce first year students to CalArts and offer separate MFA sessions.
Refocusing <i>New Faculty Orientation</i>	Justine Garrett Matthew Shenoda Diane Hunt	Nancy Uscher Trish Patryla	August 2009	Week 2 September 2009	Completed	Orientation to introduce a breadth of topics, including new diversity discussion
Create program for the <i>New Students and Parents Reception</i>	Yvonne Guy Leo Hobaica	Nancy Uscher Diane Hunt	Summer 2009	Summer 2009	Completed	Become more efficient and creative with each event during Orientation Week
Discuss plans for 2010 Orientation in Fall 2009	Yvonne Guy	Nancy Uscher Steven Lavine	Fall 2009	November 2009	Completed	Plan next years Orientation early on
Convene graduate student focus group	Yvonne Guy Nancy Uscher	Selected grad students	Spring 2010	May 2010	Ongoing	Discuss ideas

### Goal Description (6)

#### First Year Experience/CalArts Experience Program.

**Strategic Initiative Links** - Enrollment Management Program; Learning Resource Center; Reinstate Curriculum Committee; Diversity

Steps Taken to Accomplish Goal	Major Point Person	Others Involved	Timeline	Target Date	Current Status	Outcome
Leo Hobaica continues as Faculty Liaison to the <i>First Year Experience</i>	Nancy Uscher Yvonne Guy	Trish Patryla	Summer 2009	Academic Year 2009-10	Completed	Each faculty liaison brings a new perspective to the <i>First Year Experience</i>
Plan program, <i>The Life of an Artist</i> , as the theme of the <i>First Year Experience</i>	Leo Hobaica Yvonne Guy	Nancy Uscher	Summer 2009	August 15, 2009	Completed	Topic is very congruent to the language of introducing students to career issues
Invite selected faculty members to discuss their lives as artist-scholars, focusing on research and the way they planned their careers	Leo Hobaica	Nancy Uscher Yvonne Guy	Summer 2009	August 2009	Completed	Demonstrate models of the importance of metier and Critical Studies as both fundamental to the education and career of an artist
Initiate preliminary discussion about a BFA2 experience for 2010-11	Yvonne Guy Nancy Uscher	Steven Lavine	Spring 2010	June 1, 2010	Ongoing	Frame a new experience for 2nd year students, who will be focused more on issues regarding career as they move through CalArts

### Goal Description (7)

#### Student Success Programs.

**Strategic Initiative Links** - Enrollment Management Program, Diversity, Curriculum Program Development

Steps Taken to Accomplish Goal	Major Point Person	Others Involved	Timeline	Target Date	Current Status	Outcome
Continue the English Evaluation Test and supplement English credit	Ed Groff	Yvonne Guy Mike Bryant Nancy Wood	Academic Year 2009-10	May 2010	Ongoing	Identify correct population of students for classes and continue to refine this project
Continue with new Advisement Group, advancing the mission of student success	Justine Garrett Patty Lopez Alecia Menzano Marjorie Spain	Nancy Whittemore Mike Bryant Nancy Uscher	Academic Year 2009-10	May 2010	Completed	Develop materials and marketing efforts to introduce the concept of Academic Advisement into the culture
Reach out to students through letters, posters and t-shirts so that they know about the new support systems of the Institute Advisor and the Teaching and Learning Center	Patty Lopez Michael Bryant	Justine Garrett Nancy Uscher Nancy Whittemoe	September 2009	September 30, 2009	Completed	This is a major development articulated as an area to compliment artistic mentoring
Inaugurate new physical home of the Teaching and Learning Center in the CalArts Library	Mike Bryant Jeff Gatten Yvonne Guy	Nancy Uscher	September 2009	September 30, 2009	Completed	With this new center, CalArts affirms its commitment to excellent teaching and a learning-centered environment
Undertake a thorough analysis of transfer articulation policies	Nancy Uscher Steven Lavine	Deans	Academic Year 2009-10	May 2010	Completed	Examine metier policies, in particular of not accepting prior academic work
Create pilot project with Santa Monica College to examine new approach to transfer students	Michael Darling Steven Lavine	Nancy Uscher	Academic Year 2009-10	May 2010	Completed	Mentor Community College students in Design and Production in Theater before they transfer to CalArts
Create useful and well-designed advisement web page	Patty Lopez Mike Bryant Justine Garrett Christine Ziemba	Advisement Committee	Academic Year 2009-10	May 2010	Ongoing	Create an online learning-centered environment
Create virtual bridge web pages for incoming students "front-loading" student success	Patty Lopez Mike Bryant Justine Garrett Christine Ziemba	Advisement Committee Deans Yvonne Guy	Summer 2010	August 2010	Ongoing	Provide resources and information about all the metiers and Critical Studies that will assist students as they prepare to enter CalArts
Structure new alignment between Admissions and Advisement with regard to students-at-risk	Molly Ryan Patty Lopez Alecia Menzano Marjorie Spain	Justine Garrett Mike Bryant	Spring 2010	June 2010	Completed	Ensure that students-at-risk receive proper attention after being admitted through required visits to Institute Advisor

## STRATEGIC AREA #2: Ensure the Strategic Use of Resources and Information Sharing Across CalArts

### Goal Description (1)

**Improve the CalArts website to provide up-to-date information for both internal and external audiences.**

**Strategic Initiative Links** - Create a comprehensive and sustainable Information Technology Plan, Faculty and Staff Center within virtual framework

Steps Taken to Accomplish Goal	Major Point Person	Others Involved	Timeline	Target Date	Current Status	Outcome
Create Faculty Forum, a new email listserv for sharing faculty perspective	Justine Garrett Jeff Gatten	Nancy Uscher	April-August 2008	August 15, 2008	Completed	To provide faculty a vehicle for communication of a range of topics
Share results of Student Exit Survey and Alumni Survey with constituents	Justine Garrett Nicole Stark Mike Bryant Yvonne Guy	Jacqui Bobak	Academic Year 2008-09	May 2009	Completed	Learn more about the CalArts students' experiences
Put the <i>Faculty Handbook</i> on the CalArts website	Justine Garrett Diane Hunt	Nancy Uscher	Summer 2008	September 15, 2008	Completed	Allow faculty access to the handbook which allows more direct oversight and conversation about its contents
Put current Strategic Plan workplans (updated every two months) on the CalArts website	Justine Garrett Diane Hunt	Nancy Uscher	Academic Year 2008-09	Summer 2010	Ongoing	Allows the CalArts community access to the workplan and its dynamic changes in carrying out the Strategic Plan
Put 2006-07, 2007-08 & 2008-09 Strategic Plan workplans on the CalArts website	Justine Garrett Diane Hunt	Nancy Uscher	Academic Year 2008-09	January 1, 2010	Completed	Address communication issues about how community information is disseminated
Redesign CalArts website to increase focus on student recruitment	Arwen Duffy Michael Carter	Stuart Frolick Scott Taylor Ashok Modi	Summer 2009	August 7, 2009	Completed	Increase the visual appeal of the site through video and image galleries
Create a main blog for CalArts	Scott Taylor Michael Carter	Stuart Frolick Scott Taylor Asjok Modi	Academic Year 2008-09	May 8, 2009	Completed	Enhance modes of communication at CalArts
Launch new Alumni website	Nicole Stark	Arwen Duffy Michael Carter Summer 2009	Summer 2009	September 1, 2009	Completed	Communicate with alumni population and provide a venue for networking
Hire new web programmer and web editor	Arwen Duffy Michael Carter	PPG	Spring-Summer 2009	September 1, 2009	Completed	Upgrade all aspects of CalArts website
Discuss CalArts Blog with Deans Council to get new ideas	Christine Ziemba Stuart Frolick Deans	Wendy Shattuck	Spring 2010	March 2010	Completed	Gather new ideas and sources of information for the CalArts Blog

### Goal Description (2)

**Create mechanisms for disseminating information to the CalArts community.**

#### Strategic Initiative Links - All other Strategic Directions 2 goals

Steps Taken to Accomplish Goal	Major Point Person	Others Involved	Timeline	Target Date	Current Status	Outcome
Teaching Learning Center: Open newly constructed TLC for tutoring, small group instructing, testing and faculty development	Jeff Gatten	Mike Bryant Yvonne Guy	Academic Year 2009-10	May 2010	Completed	Affirming CalArts as a learning-centered institution
Aquabrowser: Implement new online catalog intended to accommodate nonlinear approaches to information research	Jeff Gatten	Library Faculty/Staff	Academic Year 2009-10	May 2010	Ongoing	Responding to the varied needs of students in their seeking of information in research projects
Media Center: Open the newly created <i>Media Center</i> that consolidates and enhances the activities of the Library's Images Services and Film Services	Jeff Gatten	Library Faculty/Staff	Academic Year 2009-10	May 2010	Completed	Bringing a new level of service to faculty and students for Film and the Visual Arts
Library Collections: Continue trend of making more library materials directly accessible to users moving collections into public spaces and acquiring more materials as online digital resources	Jeff Gatten	Library Faculty/Staff	Academic Year 2009-10	Fall 2009	Completed	Making Library materials more accessible to the CalArts community
Photocopying/Printing: Improve the quality of, and options for photocopying and printing in the Library	Jeff Gatten	Library Faculty/Staff	Academic Year 2009-10	May 2010	Completed	Raising the level and quality of support offered to the CalArts community
Group Study Room: Make available space for students to work together on assignments or to practice presentations	Jeff Gatten	Library Faculty/Staff	Fall 2009	September 2009	Completed	Providing new venues and spaces to help students in their academic work
Group Viewing Room: In Film Services, create a room for small groups of students or small classes to view moving images	Jeff Gatten	Library/Faculty Staff	Fall 2009	October 1, 2009	Completed	Helping Film and Visual Arts students with new learning environments

### Goal Description (3)

**Increase services to students, faculty, staff and alumni via the web.**

#### Strategic Initiative Links - Improve CalArts Website

Steps Taken to Accomplish Goal	Major Point Person	Others Involved	Timeline	Target Date	Current Status	Outcome
Develop new alumni website	Nicole Stark	Arwen Duffy Wed Team	Summer 2009	September 1, 2009	Completed	Provide alumni with network capabilities and new services
Redesign CalArts.edu homepage	Wendy Shattuck	Web Team Michael Carter	Summer 2009	September 1, 2009	Completed	Revitalize web image of CalArts with more flexible design and functionality

### Goal Description (4)

**Increase support for computing needs of students and faculty.**

#### Strategic Initiative Links - Continue Support for Implementing Systems

Steps Taken to Accomplish Goal	Major Point Person	Others Involved	Timeline	Target Date	Current Status	Outcome
Remediate Critical Vulnerabilities in Existing Financial System	Michael Carter	IT Team	Academic Years 2009-10 2010-11	Summer 2011	Phase 1 Completed	Provide safety net for the network
Improve Network Reliability and Redundancy	Michael Carter	IT Team	Academic Years 2009-10 2010-11	Summer 2011	Completed	Provide more robust structure
Provide Campus-wide Wireless Network Access	Michael Carter	IT Team	Academic Years 2009-10 2010-11	Summer 2011	Ongoing	Campus-wide wireless
Replace and Consolidate Aging Servers and provide campus-wide storage	Michael Carter	IT Team	Academic Years 2009-10 2010-11	Summer 2011	Phase 1 Completed	Improve safety net and capacity
Replace switches to certain smaller areas of network	Michael Carter	IT Team	Academic Year 2009-10	June 2010	Completed	Improve safety net and capacity
Increase number of computer (terminals) in Library for student use	Jeff Gatten	Library Staff IT Team	Academic Year 2009-10	Spring 2010	Completed	Increase/improve capacity and service for student computer usage

**Goal Description (5)**

**Continue support for implementing systems that benefit administrative processes.**

**Strategic Initiative Links - Support Community Needs**

<b>Steps Taken to Accomplish Goal</b>	<b>Major Point Person</b>	<b>Others Involved</b>	<b>Timeline</b>	<b>Target Date</b>	<b>Current Status</b>	<b>Outcome</b>
Provide Proper Technical Support to School Offices and Administration	Michael Carter	IT Team	2009-2011	Summer 2011	<b>Phase 1 Completed</b>	Advance IT infrastructure
Provide Faculty and Student Helpdesk Support	Michael Carter	IT Team	2009-2011	Summer 2011	<b>Phase 1 Completed</b>	Continue excellent current IT service and advance goals
Have planning meetings about New Course Management System	Michael Carter	IT Team	2009-2011	Summer 2011	<b>Phase 1 Completed</b>	Important for new thinking about pedagogy

**Goal Description (6)**

**Strategic Priorities: Finance and Budget (2009-2010) Goals.**

<b>Steps Taken to Accomplish Goal</b>	<b>Major Point Person</b>	<b>Others Involved</b>	<b>Timeline</b>	<b>Target Date</b>	<b>Current Status</b>	<b>Outcome</b>
Managing deferred maintenance on an intensely used building	Jesse Smith	Maintenance Staff	Academic Year 2009-10	June 2010	Ongoing	Provide the best possible learning environment for CalArts students
Growing the custodial and maintenance staff to manage greater capacity (e.g. Wild Beast) and deferred maintenance	Jesse Smith	Maintenance Staff	Academic Year 2009-10	June 2010	<b>Phase 1 Completed</b>	Maintain building more effectively including on weekends when many Institute events take place
New student housing planning during FY10	Bill Schaeffer Building & Grounds Comm (of the Board)	Tina Borella	Academic Year 2009-10	June 2010	Ongoing	Transform from a commuter to a residential campus
Managing existing and future space demands	Steven Lavine	Nancy Uscher	Academic Year 2009-10	June 2010	<b>Phase 1 Completed</b>	Find appropriate space - on or off campus - for the needs of CalArts programs
Affordability for students	Steven Lavine Carol Kim Bill Schaeffer	PPG	Academic Year 2009-10	June 2010	Ongoing	Explore new articulation agreements within the Community College System
Disseminate information for a wider dialogue among CalArts community members	Bill Schaeffer	PPG	Academic Year 2009-10	June 2010	Ongoing	Faster, better communication across the CalArts community

**Goal Description (7)**

**Strategic Priorities: Advancement Goals.**

**Strategic Initiative Links - All Advancement Goals**

<b>Steps Taken to Accomplish Goal</b>	<b>Major Point Person</b>	<b>Others Involved</b>	<b>Timeline</b>	<b>Target Date</b>	<b>Current Status</b>	<b>Outcome</b>
Raise a minimum of \$13.5 million in new gifts and pledges to support current operations, endowment growth and capital projects including the Wild Beast and a new residence hall	Bill Kramer	Development Team	Academic Year 2009-10	June 2010	Ongoing	Raise funds to help CalArts move forward and realize its goals
Utilize stewardship activities to sustain and deepen donor engagement in CalArts programs	Arwen Duffy	Advancement Team	Academic Year 2009-10	June 2010	Ongoing	Move to an increasingly sophisticated model of stewardship
Utilize opportunities for outreach to constituents who can provide advocacy for the Institute's mission and support for its upcoming projects	Arwen Duffy	Advancement Team	Academic Year 2009-10	June 2010	Ongoing	Look at an expanded vision for reaching out to the community

**Goal Description (8)**

**Increase marketing and public relations, utilizing appropriate media for target constituencies.**

**Strategic Initiative Links - All Advancement Goals**

<b>Steps Taken to Accomplish Goal</b>	<b>Major Point Person</b>	<b>Others Involved</b>	<b>Timeline</b>	<b>Target Date</b>	<b>Current Status</b>	<b>Outcome</b>
Raise CalArts' profile with target audiences through informed marketing initiatives and strategic approaches to media outreach	Wendy Shattuck	Public Relations Team	Academic Year 2009-10	June 2010	Ongoing	Utilize the skills of new leadership in Public Relations to strategically build CalArts' profile
Create marketing initiatives to announce and celebrate 20th anniversary of CAP	Wendy Shattuck Glenna Avila	Public Relations Team	Spring 2010	June 2010	<b>Completed</b>	In particular, publicize 20 by 20 master classes at CAP sites and the April 22 recognition/celebration event
Develop initiatives to capitalize on strengths of CalArts	Wendy Shattuck	Public Relations Team	Academic Year 2009-10	August 2010	Ongoing	Utilize new leadership in Public Relations Department to move PR at CalArts forward
Place CalArts Bulletin content online on CalArts web	Public Affairs Team	Carol Kim	Academic Year 2009-10	January 2010	<b>Completed</b>	Display the strong print assets of CalArts on the web

**STRATEGIC AREA #3: Encourage the growth of leadership, both through professional development and advancement of faculty and staff**

**Goal Description (1)**

**Year-Four Phase of professional development.**

**Strategic Initiative Links - Diversity, Curriculum Development**

Steps Taken to Accomplish Goal	Major Point Person	Others Involved	Timeline	Target Date	Current Status	Outcome
Invite members of the CalArts community to November 2nd Retreat to advance understanding of higher education issues	Nancy Uscher Miranda Wright	Diane Hunt	October 2009	November 2, 2009	Completed	Provide CalArts students, staff and faculty an opportunity to meet with other California Art Schools leaders
Undergo selected job audits to review possibilities for staff advancement	Annabelle Baltierra	Budget Committee	Academic Year 2010	June 2010	Completed	Provide appropriate opportunities for advancement at CalArts
Make available online sexual harassment training for supervisors	Annabelle Baltierra	Matthew Shenoda Nancy Uscher	Oct-Dec 2009	January 1, 2010	Completed	Meet mandatory mandates by the State and educate supervisors about important professional standards
Create scholarship/tuition reimbursement programs for staff seeking educational enhancement	Annabelle Baltierra Amy Young	Staff Council Nancy Uscher	Academic Year 2009-10	June 2010	Completed	Provide support for degree programs, certification programs and 1-2 day workshops
Discuss ideas for a wellness program for staff	Annabelle Baltierra Amy Young	Staff Council Nancy Uscher	Academic Year 2009-10	June 2010	Completed	Be responsive to the needs of staff to maintain healthy life practices
Public transportation/carpool/shuttle project from train stations	Annabelle Baltierra Amy Young	Staff Council	Academic Year 2009-10	June 2010	Ongoing	Serve the transportation needs of staff and faculty as "green" initiative

**Goal Description (2)**

**Faculty Governance Developments**

**Strategic Initiative Links - Professional Development**

Steps Taken to Accomplish Goal	Major Point Person	Others Involved	Timeline	Target Date	Current Status	Outcome
Completion of re-written Faculty Evaluation Section of <i>Faculty Handbook</i>	Academic Council	Nancy Uscher	Academic Year 2009-10	May 2010	Completed	Culmination of multi-year effort with excellent participation of the Academic Council
Form Handbook Revision Task Force with 5 faculty to attend AAUP workshop	Academic Council	Nancy Uscher	Academic Year 2009-10	Summer 2010	Completed	Create institutional expertise to revise sections of <i>Faculty Handbook</i> .

**STRATEGIC AREA #4: Enhance the opportunities for CalArts and its citizens to make an impact on the world, both near and far**

**Goal Description (1)**

**Develop International and Community Agendas as an integral part of CalArts.**

**Strategic Initiative Links - Diversity, Curriculum Development**

Steps Taken to Accomplish Goal	Major Point Person	Others Involved	Timeline	Target Date	Current Status	Outcome
Review central administration/ infrastructure of all aspects in international education at CalArts	Nancy Uscher Eric Gutierrez	Deans	Academic Year 2008-09	Summer 2009	Completed	Recommendation about future infrastructure and revision of risk/liability forms completed
Discuss central theme or philosophy that drives international projects at CalArts in context of networking and careers	Nancy Uscher	PPG Deans	Academic Year 2009-10	May 2010	Ongoing	Create a context for future international projects, exchanges. Capture the best of international projects undertaken in the last five years
Make an inventory of all international partners/exchanges/ Projects at CalArts	John Bache Nancy Uscher	Deans	Academic Year 2009-10	May 2010	Ongoing	This inventory will form the foundation for moving forward and decisions about priorities
Create International Arts & Genocide Library in Rwanda and determine next stage	Kathy Carbone	Jeff Gatten	Academic Year 2009-10	May 2010	Completed (Phase 1)	Partnerships provide international presence for CalArts and deepens Africa project
CAP continuing its role to explore teacher credential opportunities for CalArts' students	Glenna Avila	Nancy Uscher Diane Hunt	Academic Year 2009-10	May 2010	Completed with resolution	Partner with an institution such as Antioch University to enable CalArts' students to obtain teaching credential
CAP leading initiatives in Uruguay	Glenna Avila Leo Hobaica	Steven Lavine	Academic Year 2009-10	May 2010	Ongoing	This will advance partnerships in Latin America
TAC activities implementation , such as Task Force and "Ah"	Lisa Barr Steven Lavine	PPG	Academic Year 2009-10	Fall 2009	Completed	Continue to refine projects so they meet CalArts' needs
Monthly Leadership monitoring of specific TAC activities that have taken place and budget	Lisa Barr Steven Lavine	PPG	Academic Year 2009-10	May 2010	Completed	Leadership phone calls clarify progress of TAC activities
Announce and Plan <i>Arts in the One World 2010</i>	Leslie Tamaribuchi Ellen McCartney	Theater School staff	Fall 2009	Fall 2009	Completed	This effort has become an integral part of Interim and attracts scholars and artist activists from all over the world to CalArts. Explore institutional extended possibilities

<b>Steps Taken to Accomplish Goal</b>	<b>Major Point Person</b>	<b>Others Involved</b>	<b>Timeline</b>	<b>Target Date</b>	<b>Current Status</b>	<b>Outcome</b>
Create detailed agenda for <i>Arts in the One World</i> and disseminate	Leslie Tamaribuchi	Theater School staff	Fall 2009	January 1, 2010	<b>Completed</b>	Useful tool to invite people from around the world
Host <i>Arts in the One World</i> Conference	Leslie Tamaribuchi Ellen McCartney	Theater School Staff	Fall 2009	January 2010	<b>Completed</b>	As a significant CalArts project, continue doing important work in the area of arts and social justice, gaining global recognition for the Institution
Host a meeting at REDCAT for all California Art and Architecture schools and conservatories with WASC representation to focus on accreditation, assessment and peer review	Nancy Uscher Steven Lavine	Justine Garrett Diane Hunt	Summer/Fall 2009	November 2, 2009	<b>Completed</b>	CalArts established itself as a conveyor and facilitator for a conversation that will help institutions meet expectations of WASC. This year new ideas are being introduced
Feldstärke Part III in Los Angeles; continuation of student peer-to-peer artist international networking, collaborative initiative	Travis Preston	Steven Lavine	Summer/Spring 2009	October 2009	<b>Completed</b>	Further extend the experience and carry through to closure with the United States component of the 3-part project