

THE STRATEGIC PLAN

FOR THE UNM COLLEGE OF FINE ARTS



THE HEART OF THE ARTS IN NEW MEXICO



VISION

The College of Fine Arts at the University of New Mexico aims to be a leader in the arts, preparing artists, scholars, and educators in evolving disciplinary and professional practices while preserving tradition—locally, in the Americas, and globally. CFA aspires to serve as a model for inclusivity, justice, and a healthy global future where the arts are recognized and supported as foundational to society and its well-being.

MISSION

The College of Fine Arts at the University of New Mexico cultivates, integrates, and promotes the academic and artistic excellence of our degree-granting departments and expanded programs through respectful and reciprocal engagement with a vibrant community of artists, practitioners, teachers, scholars, and students who are committed and empowered to contribute to the accessibility and sustainability of arts education in New Mexico.

VALUES

ACCESSIBILITY

We welcome anyone who wishes to learn, and therefore we support an attainable education for all.

CREATIVITY

We value and promote the study and practice of art as a vehicle for growth and change.

EXCELLENCE

We value excellence in our work, embracing the possibilities of generative failure while performing at the highest levels.

ENVIRONMENT

We are dedicated to the protection of our planet to ensure the health, well-being, and success of our present community and future generations.

INCLUSION

We respect and celebrate the differences of all people and value working in a collaborative environment where diversity and belonging are cherished.

INTEGRITY

We value fairness, honesty, and transparency. We strive to be good stewards of the resources that have been given to us.

PLACE

We are dedicated to engaging with the peoples and places of New Mexico and aspire to benefit our global community.



GOAL 1

PREPARE STUDENTS FOR LIFELONG SUCCESS

The College of Fine Arts, as a leader in preparing future artists, scholars, and educators in New Mexico, recognizes the need for an established, open, accessible, and effective means of learning, participating in, and questioning the production of creative knowledge and its applications. The College of Fine Arts provides a viable curriculum, support through scholarships and assistantships, and access to facilities, to impart knowledge, skills, and tools that lead to fulfillment of student objectives in their creative and professional lives after graduation.

OBJECTIVES & TACTICS

- 1) **Enhance CFA student success through a strong curricular foundation that is relevant and incorporates innovative practices within each CFA discipline.**

Tactic 1: Conduct departmental reviews of degree plans to ensure that curriculum is aligned with program goals and accreditation criteria for excellence; strengthen departmental student learning assessment plans and reports; and make curricular adjustments as necessary.

Responsibility: Associate Dean of Faculty & Student Concerns

Time Frame: Short-Term, 1-2 yrs.

Tactic 2: Explore potential curricular revisions that provide degree plan flexibility, promote student interdisciplinarity, and adapt our teaching to larger social and cultural developments. Offer interdisciplinary content aimed at making connections to reflect contemporary realities and disciplinary practices.

Responsibility: Curriculum & Assessment Committee

Time Frame: Mid-Term, 3-4 yrs.

Tactic 3: Strengthen faculty professional development to support relevant curriculum. Create facilitated forums at the department and/or discipline-specific area that encourage reevaluation of curriculum to ensure student career relevance. Support faculty attendance and participation in discipline-specific events.

Responsibility: Dean's Office, Department Chairs

Time Frame: Long-Term, 5+ yrs.

2) Improve student academic experiences, progression toward timely graduation, and post-graduate success.

Tactic 1: Employ effective ways to make data-driven decisions regarding student success (retention) and progress to a timely graduation without sacrificing attention to each student's personal circumstances, strengths, and needs.

Responsibility: Associate Dean of Faculty & Student Concerns

Time Frame: Long-Term, 5+ yrs.

Tactic 2: Provide resources to ensure development of informed critical thinking, effective communication, mastery of discipline-specific technology, and artistic skills that are up-to-date, relevant, and useful.

Responsibility: Dean's Office

Time Frame: Mid-Term, 3-4 yrs.

Tactic 3: Create and maintain programs focused on providing CFA students opportunities to create and/or participate in student-led extracurricular activities.

Responsibility: Dean's Office, Department Chairs

Time Frame: Mid-Term, 3-4 yrs.

3) Maximize scholarship/assistantship funding resources.

Tactic 1: Conduct department-level scholarship/assistantship assessment tied to established student enrollment and graduation goals that align with institutional values, disciplinary realities, and departmental needs.

Responsibility: Department Chairs

Time Frame: Mid-Term, 3 - 4 yrs., On-going

Tactic 2: Coordinate with Division of Enrollment Management to assess trends in financial aid award packages to determine gaps in student funding needs, particularly as they pertain to the unique demographics of New Mexican students. We serve first-generation students, working-class students, and students from officially recognized minority populations.

Responsibility: Advisement

Time Frame: Mid-Term, 3-4 yrs., On-going

Tactic 3: Determine and acquire optimal number of graduate students for each program and, if necessary, acquire additional support for reliable funding to support graduate students throughout their time in the program.

Responsibility: Department Chairs

Time Frame: Mid/Long-Term, 5+ yrs., On-going

4) Provide students with transferable knowledge, skills, and experiences to prepare them for lifelong success in their chosen career or related fields.

Tactic 1: Support, promote, and recognize outstanding innovative creative work produced by our students.

Responsibility: Dean

Time Frame: Short-Term, 1-2 yrs., On-going

4) *(continued)*

Tactic 2: Foster entrepreneurial skills through career development courses that prepare our students by familiarizing them with proper professional practices, from the creation of curriculum vitae to grant writing.

Responsibility: ALBS

Time Frame: Ongoing, On-going

Tactic 3: Establish defined internship programs with local and regional arts organizations.

Responsibility: ALBS

Time Frame: Ongoing

Tactic 4: Encourage network building by partnering with campus and community partners to host events among students, alumni, and industry leaders.

Responsibility: CFA rep on Community Engagement Committee

Time Frame: Long-Term, 5+ yrs.



GOAL 2

PROMOTE INCLUSIVE EXCELLENCE

Our commitment to inclusive excellence as an institution means that the institution itself is changed. Diversity, equity, inclusion, and belonging are integral to all goals, objectives, and tactics and to all CFA departments and units. Resources, including time, are required to establish initiatives and create a more accessible, affirming, and welcoming climate. We align our goal to Promote Inclusive Excellence with UNM's Division of Equity and Inclusion's initiatives for Justice, Equity, Accessibility, Diversity, and Inclusion (JEADI). We thrive as part of, and in relationship with, historically underrepresented groups—including Indigenous, Hispanic/Latinx, Black, Asian, mixed-race, and pancultural working-class peoples, as well as members of the LGBTQ+, neurodiverse, and disabled communities.

OBJECTIVES & TACTICS

- 1) **Encourage curriculum, programming, and research from faculty, students, staff, and non-academic units that center underrepresented perspectives, histories, experiences, and artistic styles.**

Tactic 1: Establish and sustain a CFA JEADI and Belonging Committee comprised of faculty, staff, students, and administration to identify and address concerns. This committee will take action to encourage cultural humility, competence, and responsiveness within and beyond the CFA community.

Responsibility: Associate Dean of Equity & Excellence

Time Frame: On-going

1) *(continued)*

Tactic 2: Pursue more visibility and cross-campus connections for CFA courses, programming, and research that center JEADI and Belonging.

Responsibility: Associate Dean of Equity & Excellence

Time Frame: Mid-Term, 3-4 yrs.

Tactic 3: Strengthen equity and inclusion for faculty, staff, students, and community through enhanced coordination, communication, and advocacy for improvements to CFA infrastructure and built environments with a focus on performance, production, instruction, community, and safety.

Responsibility: Academic Operations Officer

Time Frame: Short-Term, 1-2 yrs.

2) Invest and solicit investments in faculty and staff diversity, recruitment, retention, professional development, career advancement, and success to address historical and current inequities and injustices.

Tactic 1: Improve climate, equity, and retention by addressing compensation and transparency in terms of faculty workload balance and productivity.

Responsibility: Dean's Office, Department Chairs

Time Frame: Short-Term, 1-2 yrs.

Tactic 2: Coordinate with UNM's Division of Equity and Inclusion to understand CFA demographics and statistics related to JEADI and determine best courses of action, especially as they pertain to New Mexico's demographics and how that is reflected in faculty hires.

Responsibility: Associate Dean of Equity & Excellence

Time Frame: Long-Term, 5+ yrs.

Tactic 3: Prioritize, support, and reward JEADI and Belonging work in recruitment, retention, tenure, and promotion processes.

Responsibility: Associate Dean of Equity & Excellence

Time Frame: Short-Term, 3 -4 yrs.

3) Improve recruitment, retention, and graduation rates for graduate and undergraduate students who are first-generation, low-income, international, and/or from underrepresented groups.

Tactic 1: Increase student persistence and retention by connecting the CFA with university programs and resources, such as First-Year Experience, Student Experience Project, Summer Bridge Programs, and Cultural, LGBTQ+, and Gender resources.

Responsibility: Communications & Development Specialist, Associate Dean of Faculty & Student Concerns, Associate Dean of Equity & Excellence

Time Frame: Long-Term, 5+ yrs.

Tactic 2: Coordinate with the Division for Equity and Inclusion and CFA Advisement to create, conduct, and interpret JEADI surveys for current CFA majors and exit surveys for majors who transfer from or drop out of UNM.

Responsibility: Associate Dean of Equity & Excellence, Dean's Office, Advising

Time Frame: Long-Term, 5+ yrs.

3) *(continued)*

Tactic 3: Identify and support faculty and staff mentors and allies within each department or across the CFA who actively support student success related to JEADI and Belonging.

Responsibility: Associate Chairs, Department Committee Representatives

Time Frame: Short/Mid-Term, 1 - 4 yrs.

GOAL 3

FOSTER COMMUNITY ENGAGEMENT TO IMPROVE QUALITY OF LIFE

The College of Fine Arts has an established commitment to community engagement and is dedicated to further expanding our community engaged efforts, events, curriculum, and research. By fostering our community engagement, the college intends to improve the quality of life, morale, and productivity of our students, faculty, staff, and our communities.

OBJECTIVES & TACTICS

1) Broaden CFA community engagement with UNM, local, regional, and national partners.

Tactic 1: Market and advertise UNM CFA arts offerings, events, and opportunities to internal, local, regional, national, and international communities to promote the work produced by CFA faculty, staff, and students, support lifelong learning, and expand community engagement.

Responsibility: Communications & Development Specialist

Time Frame: On-going

Tactic 2: Drawing from existing UNM alumni and donor databases, create a system of tracking the engagement of community partners. Work with the Special Advisor to the Provost for Community Engagement to develop and share this database.

Responsibility: Communications Engagement Initiatives Director

Time Frame: Mid/Long-Term, 3-5 yrs.

Tactic 3: Participate in local public events, invitational meetings of community organizations, and educational programs of local institutions, such as, museums, cultural centers and theaters. In this way, CFA will continue to build relationships for community engagement and cultivate interest, audiences, and donors.

Responsibility: All CFA

Time Frame: On-going

2) Engage with our community partners respectfully.

Tactic 1: Develop college-wide workshops that ensure respectful engagement and culturally responsive educational strategies. Invite local community leaders to participate in workshops.

Responsibility: Dean's Office

Time Frame: On-going

Tactic 2: Work with the CFA JEADI and Belonging Committee to develop strategies for community engagement.

Responsibility: Associate Dean of Equity & Excellence

Time Frame: Long-Term, 5+ yrs.

Tactic 3: Create an online toolkit that summarizes information from college-wide workshops for community engagement, making ideas and resources accessible to faculty, staff, and students.

Responsibility: Dean's Office, Communications & Development Specialist

Time Frame: Short-Term, 1-2 yrs.

Tactic 4: Provide community members with an online survey to track areas of success and respond to areas in need of improvement.

Responsibility: Academic Operations Officer, Communications & Development Specialist

Time Frame: Short-Term, 1-2 yrs.

3) Improve access to CFA facilities and create a welcoming and inclusive environment.

Tactic 1: Work with UNM ARC (Accessibility Resource Center), CDL (Center for Digital Learning), and CEEO (Compliance, Ethics, and Equal Opportunity) to increase accessibility to CFA facilities, classes, and events.

Responsibility: Dean's Office

Time Frame: On-going

Tactic 2: Create learning commons and community spaces that encourage collaboration; such spaces can include furnishings and equipment that invite exchange of ideas.

Responsibility: Dean's Office

Time Frame: Short-Term, 1-2 yrs.

Tactic 3: Research peer institutions for existing models of facility improvements for community engagement and inclusivity.

Responsibility: Dean's Office

Time Frame: Short-Term, 1-2 yrs.

4) Expand outreach and engagement to shape and improve curriculum and public programming.

Tactic 1: Support faculty who conduct community engaged research, identify and increase courses and programs that engage communities, and encourage community-engagement in the classroom to enrich the educational experience of students.

Responsibility: Department Chairs, Community Engagement Initiatives Director

Time Frame: On-going

4) (continued)

Tactic 2: Identify CFA courses that fulfill the U.S. and Global Diversity and Inclusion undergraduate degree requirement. Expand curricular offerings to increase the number of these courses.

Responsibility: Assessment and Curriculum Committee, Associate Dean

Time Frame: Mid-Term, 3-4 yrs.

Tactic 3: Create summer programming to engage high school students and community members by offering affordable and accessible workshops, classes, and events.

Responsibility: Dean's Office

Time Frame: Long-Term, 5+ yrs.

5) Increase safety measures at CFA facilities.

Tactic 1: Work with UNM Campus Security Council to increase security in CFA facilities to include measures such as improved lighting, increased security cameras, installation of swipe cards for safe, after-hour access, augment on-site security personnel, as well as safe escort services.

Responsibility: Dean's Office

Time Frame: Mid-Term, On-going

Tactic 2: Work with UNM to improve accessible and safe parking for CFA offerings and events.

Responsibility: Dean's Office

Time Frame: On-going

Tactic 3: Engage and partner with city and community initiatives to improve safety at CFA spaces and events, on and off campus.

Responsibility: Dean's Office

Time Frame: On-going

GOAL 4



ENSURE LONG-TERM VIABILITY OF THE COLLEGE OF FINE ARTS

In alignment with UNM 2040, create long-term sustainability and ensure the necessary resources to position CFA as a national leader in its respective fields for successful students, faculty, and staff.

OBJECTIVES & TACTICS

1) Provide and continue to cultivate ongoing excellence and best practices in the arts.

Tactic 1: Support departmental determinations (based on national accreditation standards or similar) for needed improvements to offer excellence in courses, research, and facilities. All Departments are supported toward accreditation standards in their field.

Responsibility: Dean's Office, Department Chairs

Time Frame: On-going

Tactic 2: Develop a plan for outreach and coordination with community partners in order to establish CFA as a leader in our arts community, ensuring community investment in the work we do. We envision CFA as essential to the creative and economic life of the community.

Responsibility: Dean's Office, ALBS

Time Frame: On-going

Tactic 3: Attract opportunities that expand, strengthen, and create new strategic private, public, non-profit, and community partnerships that advance the operational financial sustainability of CFA.

Responsibility: Development Office

Time Frame: On-going

1) *(continued)*

Tactic 4: Strengthen alumni relations network to engage our graduates with the college and foster a sense of belonging among current students, alumni, and donors through communications, events, incentives, and stewardship.

Responsibility: Development Office, Dean's Office, Department Chairs, Unit Directors

Time Frame: On-going

2) Continuously inspire and expand a culture of philanthropy at CFA through engagement with our alumni and supporters, while expanding and strengthening our current donor base and increase access to additional funding sources.

Tactic 1: Plan and execute fundraising campaigns to support CFA special projects while partnering and participating in UNM's comprehensive campaign.

Responsibility: Development Office

Time Frame: On-going

Tactic 2: Enhance sponsorship and partnership opportunities, including named spaces and endowed positions to generate recognition and financial support.

Responsibility: Development Office

Time Frame: On-going

Tactic 3: Increase external grant proposals to public and private foundations whose granting mission is philanthropic support of the arts.

Responsibility: Associate Dean of Research

Time Frame: On-going

3) Increase interdisciplinary collaborations within CFA, the university, and our community partners.

Tactic 1: Increase the visibility of CFA across UNM and in the broader community through communication and outreach efforts plus collaborations.

Responsibility: Department Chairs

Time Frame: On-going

Tactic 2: Increase community offerings for education and involvement in the arts through non-degree courses and invitations to events, lectures, and exhibitions.

Responsibility: Dean's Office

Time Frame: On-going

Tactic 3: Encourage and promote existing CFA employee participation in university and community boards, committees, and councils.

Responsibility: Department Chairs

Time Frame: On-going

4) Expand and Improve Research Activity across the College.

Tactic 1: Keep faculty, staff, and students informed regarding opportunities for research within UNM. Provide support for external grant proposals for faculty research and increase graduate program funding and opportunities.

Responsibility: Associate Dean of Research, Faculty Research Support Officer

Time Frame: On-going

4) (continued)

Tactic 2: Increase support for faculty and staff enrichment for research and travel.

Responsibility: Associate Dean of Research, Faculty Research Support Officer, Development Office, Dean's Office

Time Frame: On-going

Tactic 3: Continue to work with the Office of the Vice President for Research to ensure that training and support is inclusive of the needs and interests of CFA faculty, staff, and students.

Responsibility: Associate Dean of Research, Faculty Research Support Officer

Time Frame: On-going

5) Improve CFA infrastructure.

Tactic 1: Establish consistent policies and procedures in regard to shared governance across CFA.

Responsibility: Dean's Leadership Team

Time Frame: Mid-Term, 3-4 yrs., On-going

Tactic 2: Identify priorities for capital renewal across CFA departments and continuously seek resources to support improvement of facilities.

Responsibility: Dean's Office

Time Frame: On-going

Tactic 3: Maximize efficiencies of operational structures through periodic evaluation and assessment, and seek additional resources as needed.

Responsibility: Dean's Office

Time Frame: On-going

Tactic 4: Assess, expand, and improve existing facilities to assure CFA departmental facilities meet national accreditation standards or similar for all disciplines.

Responsibility: Dean's Office, Department Chairs, Unit Directors

Time Frame: On-going



COLLEGE OF FINE ARTS



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College of Fine Arts