

**CALARTS**

**STRATEGIC WORKPLAN  
2008-09**

**JUNE 2009**

# TABLE OF CONTENTS

		<u>Page Numbers</u>
<b>Strategic Area #1:</b>	<b>Provide a superior educational experience for artists</b>	<b>1-7</b>
Goal 1:	The Career Project	1
Goal 2:	Diversity	2
Goal 3:	Program Review	3
Goal 4:	Curriculum Development and Innovations 2008-09	4
Goal 5:	Orientation for Undergraduate and Graduate Students	5
Goal 6:	First Year Experience/CalArts Experience Program	6
Goal 7:	Student Success Programs	7
<b>Strategic Area #2:</b>	<b>Strategic Use of Resources and Information Sharing Across CalArts</b>	<b>8-14</b>
Goal 1:	Improve the CalArts Website	8
Goal 2:	Getting Information to the CalArts Community	9
Goal 3:	Increase Services to the CalArts Community via the world-wide web	9
Goal 4:	Increase Support for Computing needs of Students and Faculty	10
Goal 5:	Continue Support for Implementing Systems that Benefit Administrative Processes	11
Goal 6:	Establish New Strategic Goals from the Office of the Vice President	12
Goal 7:	Advancement Goals	13
Goal 8:	Marketing and Public Relations	14
<b>Strategic Area #3:</b>	<b>Encourage the Growth of Leadership for Faculty and Staff</b>	<b>15</b>
Goal 1:	Year-Three Phase of Professional Development	15
<b>Strategic Area #4:</b>	<b>Enhance Opportunities to Impact the World</b>	<b>16-17</b>
Goal 1:	Develop International and Community Agendas	16

## 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
Create brochure for 2008-09 career workshops and opportunities	Amy Young	Yvonne Guy	Summer 2008	Sept. 1, 2008	Completed	Widely disseminate information on career education
Host Dartington , Falmouth University of the Arts team for wide-ranging discussion on career/ entrepreneurship	Steven Lavine Lisa Barr Nancy Uscher	Deans	Summer 2008	Sept. 15-19, 2008	Completed	Build the TAC relationship, share best practices in career education
Develop Career Project with Center for Creative Innovation and offer as credit course during Interim	Justine Garrett Amy Young Yvonne Guy	Nancy Uscher	Summer/Fall 2008	January 2009	Completed	Develop Interim activities as an integral part of the CalArts education
Design First Year Experience Program with readings and activities that focus on career thinking and awareness	Leo Hobaica (faculty liaison to FYE)	Yvonne Guy Nancy Uscher	Summer 2008	September 2008	Completed	Complement curricular offerings with early awareness about career
Focus on career issues, "Life of an Artist" at October Board of Overseers New York meeting	Steven Lavine Patricia Gonzalez	PPG	Fall 2008	Oct. 27-28, 2008	Completed	Articulate and communicate the ideas and action plans that were suggested in the meetings
Devise Life Coaching/Exploration project	Amy Young Yvonne Guy Nancy Uscher	Career Task Force Steven Lavine	Spring 2009	July 1, 2009	Completed Decision to offer program Fall 2009	Organize learning community of independent study students receiving life coaching from selected faculty and staff to begin Fall 2009

### 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

<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>
Name the search committee and launch search for the Assistant Provost for Equity and Diversity; have preliminary meeting to discuss job description	Nancy Uscher John Bache	Diane Hunt	Spring 2008	June 1, 2008	Completed	Search launched
Post the position	Trish Patryla	Charmagne Shearrill	June-September 2008	September 15, 2008	Completed	Print ad posted in the <i>Chronicle of Higher Education</i> ; find as many online opportunities as possible
Begin the search process of reviewing applicants (2nd meeting)	Nancy Uscher John Bache Search Committee	Diane Hunt	September 2008	September 2008	Completed	Establish procedure for reviewing applicants
Continue search until semi-finalists are named	Search Committee	Diane Hunt	Oct 2008- Jan 2009	January 2009	Completed	Identify semi-finalists
Arrange for telephone interviews with semi-finalists	Search Committee	Diane Hunt	Jan-Feb 2009	March 2009	Completed	Identify finalists
Invite finalists to campus	Search Committee	Diane Hunt	Mar-Apr 2009	April 2009	Completed	Engage finalists on campus
Campus Visits	Nancy Uscher John Bache Search Committee	Diane Hunt	Apr-May 2009	May 15, 2009	Scheduled site visits	Learn more about the finalists
Search Committee to recommend 3-4 unranked finalists for position	Search Committee Nancy Uscher John Bache Steven Lavine	Diane Hunt	Apr-May 2009	June 15, 2009	In progress	Position filled

### 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>
Pilot review takes place for writing lab in the School of Critical Studies	Nancy Wood	Justine Garrett Jacqui Bobak	Fall 2008	October 15, 2008	<b>Completed</b>	Create template for program reviews
Discuss program review as part of October 20 WASC meeting agenda	Jacqui Bobak	Justine Garrett Nancy Uscher	Summer/Fall 2008	October 20, 2008	<b>Completed</b>	Share program review systems with other institutions
Create system and calendar for program review for CalArts over the next 5 years	Jacqui Bobak	Justine Garrett Nancy Uscher	Fall 2008	December 1, 2008	Ongoing	Programs without national accreditation (i.e., film) scheduled early in plan
Submit documentation to WASC as part of information required	Jacqui Bobak Justine Garrett	Nancy Uscher	Spring 2009	June 1, 2009	Ongoing	Create a plan tied to budget over 10 years
Communicate differences between program review, annual assessment plan and where national accreditations suffice for program review	Jacqui Bobak Justine Garrett	Nancy Uscher	Academic Year 2008-09	May 2009	<b>Completed (Communicated to WASC Steering Committee)</b>	Create clarity about WASC expectations

## Goal Description (4)

### Curriculum Program Development and Innovations 2008-2009.

#### Strategic Initiative Links - Diversity; Program Review; Learning Resource Center

Steps Taken to Accomplish Goal	Major Point Person	Others Involved	Timeline	Target Date	Current Status	Outcome
Complete the development and documentation for the D.M.A., addressing initial issues and all NASM and WASC requirements	Jacqui Bobak David Rosenboom	Nancy Uscher	Academic Year 2008-09	June 1, 2009	<b>Completed</b>	Creation of first doctoral program at CalArts
Complete the full proposal for NASM	Jacqui Bobak	David Rosenboom DMA faculty group	Summer-Oct 2008	Oct. 12, 2008	<b>Completed</b>	Preparing the structure for CalArts to become a doctoral level institution
Complete the WASC proposal	Jacqui Bobak	David Rosenboom DMA faculty group	Summer/Fall 2008	Nov. 21, 2008	<b>Completed</b>	Extend the process for NASM within an institutional context
Establish WASC review dates for 2009, 2010 and 2011	WASC officers Jacqui Bobak	WASC Steering Committee Justine Garrett	Fall 2008	Oct. 15, 2008	<b>Completed</b>	Have clarity about deadlines to structure work leading up to review period
Launch new MA in Aesthetics and Politics program	Martin Plot Nancy Wood	Carol Kim Molly Ryan Nancy Uscher	Summer/Fall 2008	September 2008	<b>Completed</b>	Creation of first MA degree at CalArts
Continue 4-part interdisciplinary funding process with regular reports to community	Justine Garrett	Deans Nancy Uscher	Academic Year 2008-09	June 2009	<b>Completed</b>	Complete transitional phase of interdisciplinary funding cycle
Address future of interdisciplinary program with Deans Retreat conversation	Nancy Uscher Deans Steven Lavine	Diane Hunt	Summer/Sept. 2008	Sept. 19, 2008	<b>Completed</b>	Retreat conversation launches plan of how to proceed in 2008-09
Plan for IM program in School of Art, including internal conversations/approvals meeting accreditation requirements	Tom Leeser Tom Lawson Justine Garrett	Nancy Uscher Steven Lavine	Academic Year 2008-09	June 1, 2009	<b>Planning Completed</b>	Launch new program Fall 2010
Facilities changes and improvements in Graphic Design	Scott Zukowsky Gail Swanlund	Tom Lawson Lynn Rosenfeld	Summer 2008	Sept. 1, 2008	<b>Completed</b>	Renovation complete to create improved learning environment for Graphic Design
Add gaming courses for spring 2009	Steven Lavine Nancy Uscher Justine Garrett	Deans	Fall 2008	November 2008	<b>Completed</b>	Meet student demand for distributed gaming courses in spring 2009

Steps Taken to Accomplish Goal	Major Point Person	Others Involved	Timeline	Target Date	Current Status	Outcome
Explore gaming program direction for future	Steven Lavine Nancy Uscher Justine Garrett	Deans	Academic Year 2008-09	Sept. 1, 2009	Completed with Gaming Project focused in Character Animation CGI	Explore the correct framework for undergrad and graduate work in video game design
Preliminary discussion about targeted growth programs at CalArts	Nancy Uscher	Steve Lavine Deans	Academic Year 2008-09	May 2009	Completed	Plan includes exploring new programs such as MFA in Music Technology and Writing BFA
Re-constitute Curriculum Committee for 2009-10	David Rosenboom Tom Lawson	Deans Academic Counci	Summer 2009	Sept. 1, 2009	Ongoing	Charge Curriculum Committee with scheduling a review of curriculum
Explore specialization in Video for Performance in Design and Production/Theater and complete NAST program plan	Jacqui Bobak Chris Barreca	Nancy Uscher	Academic Year 2008-09	Fall 2009	Completed	Make Video for Performance specialization in Scenic Design an operational program Fall 2009
Create new topics course for Integrated Media and Soundgamepublicspace	Tom Leeser Nancy Uscher	Jeff Barber Phil Lantz	Fall 2008	January 2009	Completed	Use gaming (Integrated Media in public space in Valencia) as a mechanism for understanding space and public art issues

### 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 (readings, debriefings, etc.) Projects and separate MFA orientation	Yvonne Guy Leo Hobaica	Nancy Uscher	Summer 2008	Week 1, September 2008	Completed	Introduce first year students to CalArts and offer new MFA sessions
Refocusing New Faculty Orientation	Eric Gutierrez Justine Garrett Diane Hunt	Nancy Uscher Trish Patryla	August 2008	Week 1, September 2008	Completed	Orientation to introduce a breadth of topics, not a training session
Create new program for the New Students and Parents Reception	Yvonne Guy Leo Hobaica	Nancy Uscher Diane Hunt	Summer 2008	September 2, 2008	Completed	Become more efficient and creative with each event during Orientation Week
Discuss plans for 2009 Orientation in Fall 2008	Yvonne Guy	Nancy Uscher Steven Lavine	Fall 2008	November 2008	Completed	Plan next years Orientation early on

### Goal Description (6)

<b>First Year Experience/CalArts Experience Program.</b>
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**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
Appoint Leo Hobaica as Faculty Liaison to the First Year Experience	Nancy Uscher Yvonne Guy	Trish Patryla	Summer 2008	July 15, 2008	<b>Completed</b>	Hire the 2nd faculty liaison in CalArts history for the First Year Experience
Plan program, <i>The Life of an Artist</i> , as the theme of the First Year Experience	Leo Hobaica Yvonne Guy	Nancy Uscher	Summer 2008	Aug. 15, 2008	<b>Completed</b>	Topic is very congruent to the language of introducing students to career issues
Send readings to First Year students through on-line reader format	Leo Hobaica Yvonne Guy	Nancy Uscher	Summer 2008	Aug. 8, 2008	<b>Completed</b>	Reading will illuminate topics connected to the life of an artist and will be discussed during orientation lunch
Create a documentary on the first week of the First Year Experience	Leo Hobaica	Yvonne Guy	Fall 2008	November 2008	<b>Completed</b>	Document activities and show the film at Orientation 2009

### Goal Description (7)

#### Student Success Programs.

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

<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>
Continue with supplemental English Evaluation Test	Ed Groff	Yvonne Guy Mike Bryant Nancy Wood	September 2008	September 2008	<b>Completed</b>	Identify the correct population of students for class
Offer supplemental English credit classes for International students	Ed Groff	Yvonne Guy Carol Kim Penelope Weston	Academic Year 2008-09	May 2009	<b>Completed</b>	Ensure student success and learn more about students' challenges
Continue <i>At-Risk Students</i> Task Force; renamed <i>Student Retention Group</i>	Justine Garrett John Bache	Task Force	Academic Year 2008-09	May 2009	<b>Completed</b>	Continue a focused effort to identify at-risk students
Craft the mission statement for the Teaching and Learning Center with an emphasis on improving student success	Mike Bryant Justine Garrett	Nancy Uscher John Bache	Summer 2008	Aug. 1, 2008	<b>Completed</b>	Create a context for the Teaching and Learning Center's first year
Put in place an enhanced Peer Tutoring program and Writing Center activated for 2008-09	Yvonne Guy Mike Bryant	Justine Garrett Nancy Uscher	Academic Year 2008-09	May 2009	<b>Completed</b>	Offer strategies to help students improve academic performance to stay at CalArts
Hire Institute Advisor	Nancy Whittemore	Carol Kim	Academic Year 2008-09	October 2008	<b>Completed</b>	Integrate advisement into the CalArts culture
Implement study of student study habits - information seeking behaviors	Jeff Gatten Michael Bryant	Nancy Uscher Yvonne Guy	Academic Year 2008-09	May 2009	<b>Completed (First Phase)</b>	Use data to improve student access to research tools and improve use of space in Library
Identify and create a physical space for Teaching and Learning Center in Library	Michael Bryant Jeff Gatten	Jesse Smith Yvonne Guy	Summer 2009	September 2009	<b>Construction Completed</b>	House the ongoing activities of the Teaching and Learning Center in a Library space to underscore the importance of excellent teaching and student learning at CalArts

## 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 on a range of topics
Share results of Student Exit Survey and Alumni Survey with CalArts 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 Eric Gutierrez	Summer 2008	Sept. 15, 2008	Completed	Allows faculty access to the handbook which allows more direct oversight and conversation about its contents
Put Strategic Plan worksheets (updated every two months) on the CalArts website	Jacqui Bobak Justine Garrett Diane Hunt	Nancy Uscher	Academic Year 2008-09	March 2009	Ongoing	Allows the CalArts community access to the workplan and its dynamic changes in carrying out the Strategic Plan
Put 2007 and 2008 Strategic Plan worksheets on the CalArts website	Jacqui Bobak Justine Garrett Diane Hunt	Nancy Uscher	Academic Year 2008-09	February 15, 2009	Ongoing	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	Ongoing	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 Ashok Modi	Academic Year 2008-09	May 8, 2009	Ongoing	Enhance modes of communication at CalArts

### 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
Consider new ways to present CalArts data to the CalArts community	Justine Garrett Jeff Gatten	Office of the Provost	Academic Year 2008-09	May 2009	Completed	Create an institutional research group to discuss characteristics of a more data driven environment
Strategic Planning Feedback sessions - monthly	Nancy Uscher	Office of the Provost	Academic Year 2008-09	May 2009	Completed	Create a forum for dialogue about the Strategic Plan
Have regular WASC Steering Committee meetings	Justine Garrett Jacqui Bobak	Nancy Uscher Diane Hunt	Academic Year 2008-09	May 2009	Completed	Create a framework for WASC liaisons to become ambassadors to their programs
WASC Rubric and syllabi sessions	Jacqui Bobak Justine Garrett	Nancy Uscher	Academic Year 2008-09	May 2009	Completed	Create a forum for dialogue about the WASC process
Teaching and Learning Center sessions	Mike Bryant Justine Garrett	Jacqui Bobak	Academic Year 2008-09	May 2009	Completed	Enhance communication and professional development at CalArts

### Goal Description (3)

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

#### Strategic Initiative Links - Improve CalArts Website

Steps Taken to Accomplish Goal	Major Point Person	Others Involved	Timeline	Target Date	Current Status	Outcome
Implement the technological infrastructure for NetCommunity, a web-based social networking site for alumni	Nicole Stark	Alumni Staff	Academic Year 2008-09	June 2009	Ongoing	Provide improved services to alumni
Investigate, test and deploy alternates to Squirrel mail, calendaring, and other collaborative tasks	Michael Carter	IT Staff	Academic Year 2008-09	Begin rollout in Fall 2009	Exploration discussed with campus constituencies	Update communication system (including keeping in touch from remote locations). Changes coming Summer/Fall 2009
Hire a Web Developer/Database Manager (new position)	Michael Carter	IT Staff Human Resources	Fall 2008	January 2009	Completed	Hired Ashok Modi
Create a new system of accessing library tools through multiple avenues and orientations	Jeff Gatten	IT Staff Library Staff	Academic Year 2008-09	June 30, 2009	Completed	Improve access to Library tools electronically

### 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
Create helpdesk ticketing system	Michael Carter	IT Staff	Academic Year 2008-09	April 30, 2009	<b>Completed</b>	Introduces more transparency into IT processes. Provides easy method to submit requests and provides instant email feedback when progress has been made on a ticket
Install network firewall to protect internal network	Michael Carter	IT Staff	Academic Year 2008-09	Fall 2009	Waiting for budget approval	Improve network security
Upgrade Internet bandwidth to CalArts campus	Michael Carter	IT Staff	Academic Year 2008-09	Fall 2009	Waiting for budget approval	Increase Internet connection to support modern applications
Install wireless network throughout much of the main building	Michael Carter	IT Staff	On Hold	On Hold	Project on hold due to budget constraints; 17 Access Points deployed; additional \$60k needed to complete	Facilitate wireless communication at CalArts
Upgrade physical (air conditioning) environment in the main switch room (f015)	Michael Carter	IT Staff	Academic Year 2008-09	June 30, 2009	Ongoing	Provide safe environment for equipment
Continue installation of 10G switches for increased work capacity	Michael Carter	IT Staff	On Hold	On Hold	Project on hold due to budget constraints; additional \$437k needed to complete	Make IT infrastructure more robust

**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>
Assist Advancement office with implementation of document images database	Michael Carter	Staff	Academic Year 2008-09	End of Fall 2009	Ongoing	Move advancement goals forward with new technological infrastructure
Implement desk top computer replacement cycle	Michael Carter	Staff	Academic Year 2008-09	June 30, 2009	Ongoing	Move advancement goals forward with new technological infrastructure
Complete implementation of room scheduling software	Michael Carter	Staff	Academic Year 2008-09	End of Fall 2009	Ongoing	Move advancement goals forward with new technological infrastructure
Assist facilities with installation of mailroom tracking systems	Michael Carter	Staff	Academic Year 2008-09	June 1, 2009	<b>Completed</b>	Move advancement goals forward with new technological infrastructure
Automate data updates for many of our systems that require directory-type information (e.g., names, email addresses, phone numbers)	Advancement Staff	Staff	Academic Year 2008-09		Ongoing	Move advancement goals forward with new technological infrastructure

**Goal Description (6)**

**Hire Vice President/CFO and establish new strategic goals from the Office of the Vice President.**

<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>
Hire Vice President /CFO Board approval completed	Steven Lavine Charmagne Shearrill	PPG Deans	Spring-Summer 2008	July 2008	<b>Completed</b>	Hired William Schaeffer
Approximately 38% of the FY08 Advancement operating budget depended on temporary funding from the Campaign for CalArts. To ensure continued gift revenues beyond the campaign, we must find a minimum of \$1.4 million through a sustainable combination of operating budget reallocations and new initiatives.	Bill Schaeffer	PPG Board of Trustees	Academic Year 2008-09	July 2009	Ongoing	Stabilize Advancement infrastructure
Master planning during FY08 to develop: a plan for new housing, a plan for an annual plant renewal and equipment replacement budget fund.	Bill Schaeffer Tom Lee	Leonard Madsen	Academic Year 2008-09	<u>9/25/08:</u> Master Planning Mtg. <u>10/17/08:</u> 20 yr dorm revenue & expense cash flow analysis <u>10/17/08:</u> Architects agreement <u>12/17/08:</u> Notice to proceed <u>12/12/08:</u> Final program document <u>3/13/09:</u> Schematic design complete <u>6/19/09:</u> 100% design development	Ongoing	Master planning will be context for all future building maintenance

<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>
Plan for higher CPI benefit costs of health and dental benefits and the added cost associated with new statutory 403(b) retirement plan administrative requirements.	Bill Schaeffer	Human Resources	Academic Year 2008-09	July 2009	Ongoing	Improve benefits package for CalArts community
Plan for a new Student Information System.	Michael Carter Bill Schaeffer	Enrollment Management IT Team PPG	Academic Year 2008-09	To be determined	Postponed	This system will help CalArts protect and disseminate accurate student data
Multiple budget scenarios considered throughout 2008-09 because of uncertain economic climate	Bill Schaeffer Steven Lavine	PPG Board	Academic Year 2008-09	May 2009	Completed	The campus is kept current on changes to the budget and planning for 2009-10

### Goal Description (7)

#### 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 \$15.8 million in new gifts and pledges; exceed revised campaign goal of \$150 million; bring the Campaign for CalArts to a triumphant conclusion	Steven Lavine Arwen Duffy Bill Kramer	Advancement Team	FY 2008 FY 2009	December 2009	Completed June 2009	Complete fundraising campaign Reached \$152 million
Provide thoughtful stewardship of all campaign donors to ensure donor retention beyond the campaign period	Arwen Duffy Bill Kramer	Advancement Team	FY 2008 FY 2009	December 2009	ongoing	Expand donor base and donor retention
Form a permanent Development Committee of the Board of Trustees	Arwen Duffy Bill Kramer	Advancement Team	FY 2008 FY 2009	December 2009	ongoing	Signal a new era for development at CalArts

**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>
Search for Public Relations Director to Increase CalArts' public profile via enhanced media relations, website, electronic and print communications as well as marketing new initiatives	Arwen Duffy	Advancement Team	FY 2008 FY 2009	June 2009	Ongoing	New leadership direction through Director of Public Relations at CalArts
Utilize scholarship case statement, CalArts magazine, and other marketing and media relations tools to increase public awareness of scholarship goals and gift opportunities and demonstrate CalArts' leadership in arts education	Arwen Duffy	Advancement Team	FY 2008 FY 2009	June 2009	Ongoing	Scholarship case statement published October 2008; other activities ongoing
Utilize targeted electronic communications and an online networking platform to inform and engage alumni, ensure more complete and correct alumni data, and strengthen local Alumni Association chapters leading up to 2010	Nicole Stark	Advancement Team	FY 2008 FY 2009	June 2009	Ongoing	Net communities under construction in fall 08

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

**Goal Description (1)**

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

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

<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>
Increase the profile of faculty and staff website by changing its location for easier navigation	Justine Garrett	Nancy Uscher Scott Taylor (web design)	July 2008	Aug. 1, 2008	<b>Completed</b>	Faculty and Staff resources is now a site separately listed on the home page
Develop the content of the website with teaching tools and other practices.	Jacqui Bobak	Justine Garrett Nancy Uscher	Academic Year 2008-09	May 2009	<b>Completed</b>	Provide easy access to teaching tools.
Add more teaching and assessment resources to the Center website	Justine Garrett Mike Bryant	Jacqui Bobak	Summer 2008	Aug. 1, 2008	<b>Completed</b>	Provide examples of best practices, articles, ideas about pedagogy
Provide faculty development based workshops in areas delineated in the WASC process	Jacqui Bobak Justine Garrett Mike Bryant	Nancy Uscher	Academic Year 2008-09	May 1, 2009	<b>Phase 1 Completed</b>	Share best practices in the WASC review process, adapting the language of goals and outcomes to the individual cultures of the Schools
Bring in guest facilitators for assessment discussion	Justine Garrett Jacqui Bobak	Nancy Uscher	Academic Year 2008-09	May 2009	Ongoing	Bring more expertise into CalArts

**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 and review policies	Nancy Uscher Eric Gutierrez	Deans	Academic Year 2008-09	May 2009	Ongoing	Recommendation about future infrastructure
Discuss central theme or philosophy that drives international projects at CalArts	Nancy Uscher Eric Gutierrez	Deans	Academic Year 2008-09	May 2009	Ongoing	Create a context for future international projects, exchanges
Make an inventory of all international partners/exchanges/projects at CalArts	Nancy Uscher Eric Gutierrez	Deans	Academic Year 2008-09	May 2009	<b>Completed</b> (Phase 1)	This inventory will form the foundation for moving forward and decisions about priorities
Animation/New Media project in Singapore	Lynn Rosenfeld Animation Faculty	Steve Anker	Academic Year 2008-09	May 2009	Ongoing	Identify CalArts students; keeps faculty engaged in global cutting edge activities
Create International Arts & Genocide Library in Rwanda	Kathy Carbone	Jeff Gatten Erik Ehn	2007-08 Visit Summer 2008	Aug. 1, 2008	<b>Completed</b>	Partnerships international presence for CalArts
CENART project implementation through hiring coordinators	Steven Lavine Patricia Gonzales	Bill Kramer PPG	Academic Year 2008-09	May 2009	Ongoing	Create operational context for project and pursue plans for 2009
Deans' discussion about priorities within the scope of international projects	Eric Gutierrez Deans	Nancy Uscher	Academic Year 2008-09	May 2009	Ongoing	Create forum for each School identifying priorities
CAP continuing its role to explore teaching credential opportunities for CalArts' students	Glenna Avila	Nancy Uscher Diane Hunt	Academic Year 2008-09	May 2009	Ongoing	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 2008-09	May 2009	Ongoing	This will deepen partnerships in Latin America

<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>
TAC activities implementation	Lisa Barr Steven Lavine	PPG	Academic Year 2008-09	May 2009	<b>Completed</b>	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 2008-09	May 2009	<b>Completed</b>	Leadership phone calls clarify progress of TAC initiatives
Announce and Plan <i>Arts in the One World 2009</i>	Erik Ehn Leslie Tamaribuchi	Theater School Staff	Fall 2008	January 15-18, 2009	<b>Completed</b>	This effort has become an integral part of Interim and attracts scholars and artist activists from all over the world to CalArts
Create detailed agenda for <i>Arts in the One World</i> and disseminate	Erik Ehn Leslie Tamaribuchi	Theater School Staff	Fall 2008	January 1, 2009	<b>Completed</b>	Useful tool to invite people from around the world
Host <i>Arts in the One World</i> Conference	Erik Ehn Leslie Tamaribuchi	Theater School Staff	Fall 2008	January 15-18, 2009	<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	Brittney McCarthy Diane Hunt	Summer/Fall 2008	October 20, 2008	<b>Completed</b>	CalArts established itself as a conveyor and facilitator for a conversation that will help institutions meet expectations of WASC
Prepare Feldstärke Initiative to send CalArts' students to Paris, January 2009	Travis Preston Lisa Barr	Steven Lavine Eric Gutierrez	Fall 2008	January 4-11, 2009	<b>Completed</b>	Create an experience of peer-to-peer networking activities for advanced students
Feldstärke Part II in Germany	Travis Preston Lisa Barr	Steven Lavine Eric Gutierrez	Late Spring 2009	June 30, 2009	<b>Completed</b>	Extend the experience in Europe
Feldstärke Part III in Los Angeles	Travis Preston Lisa Barr	Steven Lavine Eric Gutierrez	Summer/Spring 2009	October 2009	Ongoing	Further extend the experience and carry through to closure with the United States component of the project