



**Strategic Plan
Executive Summary**

2023-2028

We are a creative nexus anchored within the vibrant and diverse culture of Las Vegas. Our College brings together a diverse range of artists who share a passion for creativity, self-expression, and societal engagement. The College includes the departments of Art, Dance, Film, and Theatre; the Nevada Conservatory Theatre, the schools of Architecture and Music; the Entertainment Engineering and Design program; the Performing Arts Center; Marjorie Barrick Museum of Art; and the Advisement Center. Our undergraduate and graduate degree programs prepare students for distinctive careers; and our research, scholarship, and creative activities expand the frontiers of knowledge in the arts.

Mission

The College of Fine Arts educates, empowers, and engages creative people to become visionary change-makers in the arts through acts of imagination.

At UNLV we believe the arts are an essential good for society. We make education relevant and accessible through our programs and outreach. We create new knowledge in the arts. We celebrate independent thought and the power of bringing people together to foster creativity.

And we value:

Difference
Inclusion

Empathy
Kindness
and a spirit of Generosity

Joy
Discovery

These values underpin all our efforts and guide us in fulfilling our mission.

Our Goals

To bring our mission to life we focus our efforts on achieving five crucial goals:

1. Advance the fine arts by enhancing world class teaching and learning throughout our degree and non-degree programs;
2. Serve as an essential nexus for innovation and learning in the arts locally, regionally, nationally, and internationally;
3. Model a culture of diversity, equity, inclusion, and belonging that is foundational to a world-class community of faculty and students;
4. Cultivate a meaningful understanding of the arts as an essential dimension of our shared culture and the vitality of our communities; and
5. Create a culture of abundance with world-class physical and virtual spaces for teaching and creative practice, effective internal processes, and robust resources to support our mission.

Goal 1: Advance the fine arts by enhancing world class teaching and learning throughout our degree and non-degree programs

The College of Fine Arts must remain at the forefront of education in and across our disciplines. To do so we need to foster innovation and combine these new practices with the best, most enduring traditions in our fields. We also need to transcend disciplinary boundaries and build strong partnerships with organizations in Las Vegas, around Nevada, across the country, and internationally.

To advance the fine arts and deliver world-class learning we will:

- Enrich our teaching through a deeper understanding of our students and how they learn;
- Enhance learning through close integration of teaching with research and creative activities;
- Support faculty creativity in designing courses and pathways of study, in collaboration with students, that meet the needs of rapidly changing arts disciplines and careers.
- Encourage and support interdisciplinary and transdisciplinary research and creative activity within and beyond the College; and
- Create enduring partnerships that immerse our students in practice.

Goal 2: Serve as an essential nexus for innovation and learning in the arts, locally, regionally, nationally, and internationally

The College of Fine Arts includes a diverse range of disciplines and enjoys strong ties to artists, arts organizations, and peer educational institutions across Nevada and beyond. This gives us the opportunity to connect individuals and groups in unique ways, and to use that convening power to enhance art practice and artistic impact. To accomplish this, we must continually expand our connections and raise our profile amongst our peers, increase collaboration and the flow of creative people through our College, and foster partnerships that systematize and enhance these connections.

To serve as a nexus for innovation we will:

- Engage faculty, students, alumni, partners, and the arts community in collaboration and creative innovation;
- Build on our strong presence with arts partners across campus, throughout Las Vegas, and on a regional and national basis to enhance and promote their work;
- Expand international engagement for our faculty and students in ways that enrich learning, enhance research and creative activities, and extend professional practice; and
- Promote our impact (locally, regionally, globally) through storytelling, publicize our goals, and invite local, regional and global partners to share in the success.

Goal 3: Model a culture of diversity, equity, inclusion, and belonging that is foundational to a world-class community of faculty and students

The College of Fine Arts serves as a model for our peers through UNLV and beyond in our systematic implementation of diversity, equity, and inclusion practices. Accomplishing this begins with the job search and hiring practices that bring new colleagues to our institution. We must also meaningfully include each person in our College, and foster active dialogue amongst our students, staff, faculty, and alumni to ensure all voices are heard and each person is valued. Ultimately, our goal is a College that is rich in diversity, where our faculty reflect the diversity of our students, and where everyone experiences inclusion in ways that enrich their connections to one-another.

To robustly practice diversity, equity, and inclusion throughout our College we will:

- Make DEI a core part of our curricula and pedagogy and integral to every college activity and initiative, always at the forefront of strategy and planning;
- Build a culture of listening, responding, and acting on DEIB;
- Seek out Artists-in-Residence who are at the forefront of diversity, equity, and inclusion in the arts;
- Spotlight and incentivize creative and design projects for both faculty and students that have a DEIB focus; and
- Position the college as an international leader of Diversity, Equity, Inclusion, and Belonging (DEIB) initiatives across higher education;

Goal 4: Cultivate a meaningful understanding of the arts as an essential dimension of our shared culture and the vitality of our communities

The College of Fine Arts believes in the vital role the arts play in society and we want to share this with communities we serve. To accomplish this the College must advocate systematically across sectors of society, and do so in partnership with other like-minded organizations. We can best accomplish this robust outreach through partnering with organizations and institutions throughout our communities to share our art works and performances with community groups, schools, K-12 students, and families.

To promote understanding and appreciation of the centrality of art in our communities we will:

- Collaborate with campus partners and colleges to build shared degree programs and enhance creative participation;
- Expand community outreach that provides access to educational programming and learning experiences;
- Highlight the impact of the arts/arts community and engagement across the campus and in the city; and
- Advocate for increased funding for the arts across the state and local levels.

Goal 5: Create a culture of abundance with world-class physical and virtual spaces for teaching and creative practice, effective internal processes, and robust resources to support our mission

To accomplish the first four goals and fulfill our mission, the College needs to ensure foundational supports are in place. We need physical and virtual spaces that allows us to teach and create at the cutting edge of our art forms. We also need sufficient funding to support our work. Moreover, the College must ensure that our institutional practices and organizational processes sustain excellence. Securing these necessary conditions for our success will ensure we can recruit and retain the best students, faculty and staff and provide them with a rewarding, supportive environment that fosters their success.

To ensure that our College thrives we will:

- Recruit and retain the faculty, staff, and students necessary to implement and sustain excellence;
- Enhance our virtual spaces and tools to better support teaching and creative practice;
- Support development of the new building as well as renovation and refurbishment of existing spaces;
- Secure the financial resources necessary to support our work through fundraising from external supporters and advocacy for the College on the university and state levels;
- Establish and maintain effective internal processes to support our mission; and
- Advocate for the College on the university level on a systematic and sustained basis to secure the support and approvals necessary for CFA to be highly effective.

How We Measure Success

We measure achievement of our mission through:

- Student success that outpaces our peer programs and institutions in recruitment, retention, graduation and community impact;
- Creativity, scholarship and learning accomplished by our students, alumni and faculty whose impact is visionary and positive;
- Success in hiring and retaining nationally and internationally renowned faculty;
- Collaboration amongst our faculty, across our diverse programs, throughout UNLV and with the diverse communities we serve in Las Vegas and globally; and
- Recognition within the UNLV community and beyond for our efficacy, passion, principle, compassion and joy.

Detailed operational measures underpin each of the categories above.