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College of Visual and Performing Arts Strategic Plan Template

CVPA Mission	**The College of Visual and Performing Arts is a comprehensive arts college that uses technology, traditional and contemporary methods to promote an innovative, multidisciplinary curriculum that prepares students for diverse careers in an increasingly global society.**
CVPA Vision	**The College of Visual and Performing Arts will be recognized regionally and ranked nationally as a premier educational environment with world-class faculty focused on skills-based learning, creative critical thinking, and research in all areas of study.**

CVPA STRATEGIC GOAL 1: CVPA is recognized for its excellent undergraduate education in the arts that integrates innovative teaching strategies with traditional methods.
(A goal is a statement of an outcome achieved if we are successful in our Strategic Strategic Plan)

Strategy (A strategy is a statement of "How" we will accomplish the stated objective at a higher conceptual level)	**Tactics** (A tactic is a statement of "How" we will accomplish stated strategy in specific, actionable terms, i.e., specifying action steps needed to achieve the strategy)	**Responsible Party** (Lead person plus other members of workgroup)	**Resources Needed** (Funding & Staff)	**Deliverables & Timelines** (What will be achieved; could also be seen as measurable outcomes by specific date)
Objective A. Prepare students to use contemporary technology and traditional practices in order to utilize 21st Century skills: (An objective is a statement of "What" we want to achieve)				
* Provide students with necessary skills including writing, research and oral presentation while remaining up-to-date with emerging technologies	Faculty to include these as objectives within course work. Faculty to remain in touch and current with emerging research, practices, and technologies. Enhance technology for 2 & 3 dimensional classes; Written assignments and oral presentations at all levels with assigments using emerging technologies. Increased difficulty from freshman to seniors. Emphasis on writing & research years 3 and 4. Student portfolios and written assignments collected every semester and assessed for progress.	CVPA faculty	Funding needed for i-pads; Graduate and undergraduate research; GA support	Fall 2016; ongoing. Annual evaluation
* Provide in-depth instruction in traditional media, techniques and processes	Departments to review curriculum for sequencing and content.Traditional techniques and instruction to be covered in all areas, with continuing instruction based on existing courses.	CVPA faculty	Time for planning	Changes made by the end of Fall 2015
* Develop new areas of study in fields so that CVPA can gain national recognition	ARH to develop an undergrad research class, and development of new minor in Film and Media Studies; new courses that include museum studies and musuem administration; FIA to develop new technology for 3 dimensional art, 3D printers, CNC technology; combine mixed-media specialties for drawing, painting and printmaking; add video component to the photo major.	CVPA faculty	Time for planning; Graduate research funding, additional Star Store studio space; additional faculty to cover new and required courses	Changes made by the end of fall 2016
* Work with Financial Aid to provide logistical support to new and returning students	Request work study students by faculty; hire work study at all levels by faculty.	CVPA faculty	Clerical support from Financial Aid	Ongoing. Annual evaluations and rehires for work study

* Increase professional placement rates in chosen fields for graduates	AED: New faculty to be assigned to work with Chairperson to place student teachers; FIA: Fine Arts faculty contacts for employment opportunities. Appoint faculty member to target museum, gallery, and employment facilities for student opportunities; ARH:continuing internship requirement for Art History majors and placement; full assistance for students in writing graduate school applications. DES:Career counseling office to connect with design alumni. Targeted invitation list to degree show.	CVPA faculty; Alumni Office, Career Development Office	AED: new faculty to facilitate placement and coordination of student teaching with a course relase for coordination; funding for advertising, travel, technology.	Changes made by the end of Fall 2015; Implement Fall 2017; contact development, internship, and specific areas of employment; tracking graduates in post-internship positions
* Ensure that students graduate with a specialized area of study that prepares them to meet professional expectations	AED: course work in art edcaution is dedicated to prepartion in teaching. Sheltered English Immersion (SEI) will be required of all art ed studnts. Students will take the course with EDU, and will integrate the information in the Specail Needs Class; MUS: Offer a modernized, best-practice, degree in Music Education in place of add-on licensure; FIA: Invite a panel of business and art related experts for professional student development; ARH:Areas of study: art history, film and media, museum studies. Students specialize in one or two.	CVPA faculty	Recruitment material and funding for additional PhD/DMA Music Education; budget for panel discussions, technology funding, Provost office support;	Implemented Fall 2015
Objective B. Provide a personalized arts education that includes active participation in professional organizations and community-based projects:				
* Achieve program prominence across the college	Create lecture series, student and faculty exhibition, visiting lecturers, and college technical workshops. Construct additional secure art galleries across the campus; Internships in VRC and curatorial instruction to serve college	CVPA faculy;Dean; Provost	Funding for new gallery spaces, GA support to develop lecture series.	Ongoing. Implemented Fall 2016
* Promote the regional culture and creative economy	AED: continuing development of partnerships with the NBAM, Nativity, and Renaissance School; develop regional and local exhibitions at galleries, museums, parks, and alternative venues; architecture and sustainability for creative economy; publications of essays in local catalogs (New Bedford Art Museum); Whaling Museum; collaboration with curators above.	CVPA faculty, Dean, Provost	Funding for publications	On-going; annual publications and participation
* Encourage civic responsibility among student body	Students encouraged to join professional associations (e.g. National Art Education Student Chapter) that participate in civic projects. Service to the community built into courses where possible and applicable; Development of internships, outreach programs; Service Learning matched with courses.	CVPA faculty, Dean, Provost	College and university funding and GA support	Implement Fall 2016. Encourage students to volunteer at local civic institutions
* Participate actively in professional organizations	Faculty actively involved in the state, national, and international levels with professional oragnizations. Students encouraged to participate on the state & national levels, (in particular with the NAEA student chapter); support student participation in the MA Music All-State Conference; encourage partnership with local museums, galleries,and government offices to provide faculty and students with experience with professional organizations; conference paper presentations: initiate CVPA membership in Kappa Pi (honorary arts fraternity)	CVPA faculty; Dean; Provost Alumni Office; Careers Office	CVPA faculty; Dean; Provost ; Request for greater support for presentation of papers at conferences and for assistance for exhibition transport (current $500 prevents faculty from presenting papers beyond New England)	Student participation Spring 2015;implement in Fall 2016, example, students joining the New England Sculpture Association

* Develop internship programs in all departments and integrate into the curriculum	Develop and strengthen partnerships with NBAM/ArtWorks, Nativity, & RCSA; develop internship sites and opportunities for students in all areas; require internships for ARH major	CVPA faculty; student/teacher placement coordinator		Sites and opportunities identified by F 2015; evaluation of internships spring 2016
Objective C. Foster intra-disciplinary collaboration and increase inter-disciplinary teaching and learning:				
* Develop interdisciplinary courses	Interdisciplinary courses with CAS programs in Sociology and Criminal Justice (teaching in the Bristol County jail); AED and ARH joint classes; SUS classes interdisciplinary in appropriate areas	CVPA faculty	Star Store classroom space and CVPA space for new courses.	Ongoing. Submit course proposal Fall 2015; implement in Fall 2016; begin trial collaboration classes
* Enhance blended learning by increasing the number of online courses and flipped classrooms	Currently applied in some areas. Increased need for online courses in all areas	CVPA faculty; CITS training	Installation of new technologly in all classrooms.	Implement in Fall 2016, consider curriculum changes
* Encourage cross-listings among departments and colleges, ensuring that cross-listed courses acknowledge the contributing CVPA department on official student transcripts				Cross listings are no longer allowed
* Link undergraduate and graduate curricula	Continue integration of undergrad and post bac courses (continuing and applied in AED). Graduate students mentor undergraduate students, combine exhibitions.	CVPA faculty	Funding to reconfigure graduate and undergraduate studio space	Implement in Fall 2015
* Encourage collaborative, active learning through engagement with the faculty and their research	Generate opportunities for students to work with faculty on research, joint exhibitions and technical workshops	CVPA faculty	Increase research funding from Provost; seek external funding where possible; Provost support for undergraduate symposium	Implement in Fall 2016 based on funding
* Provide a wide selection of course offerings focused on skills-based learning, creative critical thinking, and research	Continue and develop additional courses that foster critical thinking and skills-based learning	CVPA faculty		Ongoing
CVPA STRATEGIC GOAL 2. CVPA is recognized for an innovative graduate education in the arts that prepares students for successful professional practice.				
Strategy (A strategy is a statement of "How" we will accomplish the stated objective at a higher conceptual level)	**Tactics** (A tactic is a statement of "How" we will accomplish stated strategy in specific, actionable terms, i.e., specifying action steps needed to achieve the strategy)	**Responsible Party** (Lead person plus other members of workgroup)	**Resources Needed** (Funding & Staff)	**Deliverables & Timelines** (What will be achieved; could also be seen as measurable outcomes by specific date)
Objective A. Ensure graduate degree recipients become active participants in a global arts community:				
* Broaden interdisciplinary learning	Courses in the MFA and MAE program be made available for both MFA and MAE students	Graduate Coordinator, GPDs, Chairs, advisers	Scheduling and curriculum revisions; classroom space; MAE studios; marketing and recruitment materials	Fall 2015
* Integrate faculty research and innovation into the graduate curriculum	Art Ed faculty work with students in areas of their research pertaining to conducting research and teacher preparation; coordinated scheduling for international programs; planning for graduate opportunities at conferences/travel abroad; Planning for 2015 University Research Celebration Week; CVPA faculty research dissemination	CVPA Faculty	Ongoing grad/undergrad research council for compilation and dissemination of research, funding travel to conferences	Annual international travel opportunities has CVPA-centralized information hub by spring 2015; CVPA participation in Spring 2015; research celebration as evidence by faculty/student presentations;Research (faculty/grad/undergrad) has quarterly report with centralized tracking on achievements by fall 2015

* Establish ongoing alumni community	Connect to CVPA Alumni community through CVPA Newsletter, use of social media, social gatherings and exhibitions, and postings of alumni accomplishments on the CVPA Website.	Graduate Coordinator, Alumni Office, CVPA faculty, Chairs	GA to collect, coordinate, and disseminate information	Set up Alumni network by Fall 2015
Objective B. Recruit, retain and prepare qualified students to compete successfully in diverse careers:				
* Recruit nationally and internationally	Major marketing effort with the University and at national and international conferences	Graduate Coordinator and Assistant Dean	Funding for internet search optimization, brochure, CVPA logo, coordinated branding, mailing lists; GA for marketing; travel fund for recruitment	Early Fall 2015: new branding/marketing campaign nationally; Annual review of yield versus marketing established by Summer 2016
* Increase awareness of program/achieve program prominence nationally	Develop and maintain ongoing branding and marketing strategies	Universtiy Marketing and Dean's Office	Funding for ongoing branding and marketing opportunities	As above
* Develop new areas of graduate study to meet emerging demand	Consider and implement new formats and scheduling such as summer and online; research new areas for graduate study such as a cognate, e.g. interaction design; world music program, doctoral program	Chairs, Deans, Administration, Grad Director, Graduate Studies	Course/program approvals, space allocations, technology; space allocation and faculty	Semi-annual grad retreat day to review, discuss, identify strategies for ongoing growth, currency, integrity; submit proposals Spring 2017
* Maximize Star Store facilities to support all MFA and MAE areas of study. Provide studio access for MAE students	Move DES grads to Star Store Summer 2014; Develop strategy for MAE access	Graduate Coordinator, GPDs, Chairs, Dean's Office	Funding for move to Star Store - infrastructure, security, computers	All MFA grads in Star Store by Fall 2014; MAE grads have access to studio space by Spring 2015
* Promote greater interaction with undergraduate students	Develop a CVPA Summer Program called Arts Oceana – assist with pre-college program development; consider a format that involves, summer use of Star Store, develop cross-disciplinary curriculum	GPDs, Chairs, Foundations Director, graduate student reps	Funding for marketing of summer programs	Graduate and undergraduate Summer programming and classes underway by Summer 2015
Objective C. Enhance student opportunities for interdisciplinary learning, collaborative research projects, and interaction with visiting scholars from the humanities and the arts:				
* Create postdoctoral fellowship	Create Doctoral Program in Art Education with possible connections with ARH and MUS: explore postdoc position description; delineate grad/under grad split; link to research initiatives above; explore postdoc postion description; delineate grad/undergrad split; link to research initiatives	AED Faculty; ARH faculty	Funding for external postdoc	Fall 2016
* Create an artist/scholar-in-residence program	Develop plan to bring in artists/scholars in residence (AIR) ongoing and rotating through CVPA	Graduate Coordinator, Assistant Dean, GPDs, Provost, Chairs, Dean	Barter basis for AIR program (studio space in return for research, critique, lecture/demonstration responsibilities - grants	AIR by fall 2016
* Fund a nationally recognized Visiting Artist/Performer/Scholar lecture series	a) visiting artist/performer b) honorary degree recipient	Chairs and grad reps	Grants, marketing,	First CVPA honorary degree recipient in May 2015; Lecture series begins in academic year 2015-2016
* Enhance research resources	Explore development of satellite research library in Star Store for material resources as well as new/classic art, design, craft book rotation from Carney library	Graduate Coordinator, VRC Librarian, Library Rep, Staff Associate	GA to collect, organize, maintain material resources and transport/organize/oversee library resources	Star Store satellite resources room Fall 2015
* Engage across campus for collaborative research initiatives	Explore potential projects with IDEAStudio, Engineering, SMAST and establish IDEAStudio East at Star Store	Grad retreat group, Chairs, CVPA faculty	space allocation as needed, develop collaborative guidelines, marketing of planned projects	Initiate Spring 2015

CVPA STRATEGIC GOAL 3: CVPA is acknowledged as a vibrant arts community of innovative learners, scholars and performers.

Objective A. Recognize, support, and promote research, scholarship, and innovation in the visual and performing arts:

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* Collaborate in research efforts with colleagues on and off-campus	Collaborate with NBAM; Whaling Museum; Zeiterion; collaborate with Bristol County Correctional Facilty; YMCA Farm; provide flexiblity for off-campus work with colleagues from other universities by accommodating out-of-town travel for research purposes.	CVPA faculty	flexibility in scheduling, online (off-campus teaching) course releases for off-campus work	Ongoing. need to measure impact of additional support for collaboration
* Increase faculty scholarship through financial and/or grant development support systems	Support applications for grants by Grants Office; increase notifications of grants by Supported Grants Administration	CVPA faculty	Listings from Research Office	Ongoing
* Integrate faculty research into the curriculum	Faculty to present relevant research (conference papers, book and article research) to classes; ABR, special topics classes, utilizing Inquiry in action in multiple classes. Create an elective based on topics related to faculty research that is rotated among faculty each semester; bi-annual faculty show.	CVPA faculty	Gallery. Extra staff to cover required courses. Active DES300 pilot program encourages development of pilot courses.	Current: increase by Fall 2015
* Develop a Center for the Arts and Humanities				Not within puview of CVPA
* Establish a university-wide lecture series	Add a music-focused lecture series similar to the afternoon concert series; develop a committee to recommend speakers; advertise it	CVPA faculty	Guest lecturer funding, release time for staff to organize; funding for speakers; support promotion of program	Initiate Fall 2015
* Connect CVPA to the wider on-campus academic community	Link curriculum and assignments to relevant guest speakers	CVPA faculty	Participate in campuswide workshops; lectures in library	Assignment in courses Fall 2015

Objective B. Offer innovative curricula that incorporate faculty advances in research, scholarship, and practice:

* Encourage research and innovation with increased funding for faculty and students	Assess contributions of research and scholarship through innovative curricula	CVPA faculty; Graduate Office	Increase department budget	Ongoing
* Seek cross-campus seed funding	Develop cross-discplinary coursework for ugrad and grad students, co-taught by multi-disciplinary facutly as part of course load	CVPA faculty	Funding from Administration and external continuing; restructure course load funding/assignments	Ongoing
* Develop IDEAStudio East in the Star Store to partner with main campus IDEAStudio as an experiential construction workshop for technological innovation	Integrate digital fabrication processes into existing curriculum	CVPA faculty	Additional software licenses for Rhino	Rhino software added to Star Store Media Lab 2013
* Increase visiting scholars, designers, performers and artists	Invite scholars to give workshops for undergrads and graduates.	CVPA faculty	Funding	Ongoing; Fall 2015
* Increase opportunities for art and music teachers to develop visual, verbal, semiotic, and data literacies	Seek additional training	Art Education and Music Department	Funding for training	Ongoing

Objective C. Attain faculty and student recognition through external validation:				
* Support ongoing faculty research and scholarship with internal and external funding	Document external faculty and student success in scholarship and research	Dean, Provost	Funding; additional funding/course release to expand research and scholarship	Ongoing; Fall 2015
* Maintain professional accreditation with the National Association of Schools of Art and Design (NASAD), and seek similar accreditation for Music (NASM)	Apply for and achieve NASM Accreditation; retain NASAD compliance while addressing competancies; continue with systematic data collection and analysis, portfolio development i.e., Taskstream	CVPA faculty, Dean	Membeship fees, consultants, site visits	Align Curriculum S 2015; apply 2016-2016; • Complete NASAD self-study and site visitation (2015)
* Establish Research Fellowship or Residency that draws emerging artists, designers, scholars and performers, promoting ongoing contributions to research and scholarship in focused areas where CVPA can gain recognition	Create list of potential fellows or artists	CVPA faculty	Funding needed for fellowship; accomodation and stipend	Fall 2016
* Create reciprocal programs with other institutions in the US and internationally	Establish faculty and student exchanges resulting from conferences and professional associations, e.g. connections from NAEA; foster international exchange of students and faculty more actively i.e., Germany exchange with Art Ed/Design programs	CVPA, IPO, Provost	Funds for recruitment, travel, and scholarships; Additional college/department fudning for national and international presentation of research	Formalize exchange with Hessen Universities Fall 2014
* Emphasize research, consulting, and public service with increased dissemination of research	Publicize research in new venues (online)	CVPA Faculty and students	Additional college/department funding for national and international presentation of research	Ongoing; Fall 2015
CVPA STRATEGIC GOAL 4: CVPA faculty and students are acknowledged for community engagement through teaching, learning, scholarship and creative research that is global.				
Strategy (A strategy is a statement of "How" we will accomplish the stated objective at a higher conceptual level)	**Tactics** (A tactic is a statement of "How" we will accomplish stated strategy in specific, actionable terms, i.e., specifying action steps needed to achieve the strategy)	**Responsible Party** (Lead person plus other members of workgroup)	**Resources Needed** (Funding & Staff)	**Deliverables & Timelines** (What will be achieved; could also be seen as measurable outcomes by specific date)
Objective A. Promote cultural activities with a global context:				
* Promote inter-disciplinary collaboration with advances in the integration of new technologies into the curriculum (Star Store and IDEAStudio, internships) with the UMass campuses and institutions such as Brown, MIT, Harvard, Northeastern, BU, and Woods Hole among others	Connect traditional processes with new technologies; • assess involvement of faculty to foster cultural partnerships; develop and maintain tracking system for MFA/MAE graduates' recent accomplishments, exhibitions, employment; Develop and maintain tracking system for MFA/MAE graduates' recent accomplishments, exhibitions, employment	CVPA faculty	Funding for additional hardware and software not already available; faculty training	IDEAStudio funded and built Summer/Fall 2013; open for use Spring 2014
* Engage alumni as active sources for internships, partnerships, and external funding opportunities	Seek alumni curators as mentors	CVPA; Alumni Affairs		Ongoing
* Maintain more aggressive alumni tracking, partnering, outreach, and engagement	Offer a Music Education Alumni reception at the Mass Music Educators Conference; report on alumni network developments	CVPA faculty; VRC	Receptions cost	Identify costs for Spring 2015; budget for by Spring 2016
* Support international student and faculty exchanges while searching for global partners	Internationl students at grad level, undergrads; seek ARH/POR collaborations	CVPA faculty; Center Portuguese Studies; IPO	Funding to support travel related expenses	Exchange with Hessen Universities (Germany) by Fall 2015; University of Messina exchange
* Foster partnerships with local, regional and international arts organizations, museums and archives	Participate in Cultural District planning in New Bedford and region; • document partnerships, collaborations and engagement activities; art Education Foundations Partnership course	CVPA faculty	Apply student work in community as part of course work	Ongoing since 1996

* Support faculty-led study abroad programs with student grants and aid	Continue study abroad programs in China, Italy, and India; develop exchange with Hessen (Germany) Universities	CVPA; IPO	Student scholarships	Chancellor Scholarships for students ($500+)
Objective B. Collaborate, support, and promote cultural partnerships, community, and civic engagement:				
* Sustain specific linkages with the City of New Bedford through educational and municipal collaborations	Collaborate with the Zeiterion; with New Bedford Historical Society (Frederick Douglass Readathon); collaborate with National Whaling Park New Bedford (federal); undergraduate Art Ed Foundations partnership course	CVPA faculty	Maintain membership dues; provide brochures and pamphlets	Ongoing as members of AHA! New Bedford and NB Seaport Cultural District
* Increase collaboration with the UMass campuses and other institutions in the region	Collaborate with UMASS Lowell through American Historical Textile Museum; pre-service chapter collaborations; curriculum exchange.	CVPA faculty		Initiated Summer 2014
* Increase visiting scholars, designers, performers and artists	Create list of desired participants	CVPA faculty		Fall 2015
* Tie Service Learning closely to the curriculum	Track number of students/hours involved in service-learning or community service; create curriculum in all departments that is linked to service learning	Art Ed Faculty/LeDuc Center for Civic Engagement	Curricular revisions; partnerships for placements	Service learning began 2011; ongoing
* Maintain regular contact with alumni to build an engaged alumni network	Regularly review and revise Alumni Affairs data base for CVPA alumni; create opportunities for involvement of alumni; Alumni exhibit, Facebook alumni page, reunions	VRC; CVPA ; UMD Alumni Affairs		Ongoing; Fall 2015
CVPA STRATEGIC GOAL 5: The CVPA student experience prepares global citizens through immersion in cultural history, performance, and studio practice that celebrates diversity and the importance of mutual respect and understanding				
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Objective A. Foster an intellectual and creative environment for students with an engaged community of intellectual and creative artists, scholars, and performers:				
* Promote collaborative/collegial relations among CVPA students through ongoing intra-disciplinary research and emerging public prominence	Look for opportunities to promote inra-dsiciplinary collaboration between programs at undergraduate and graduate level.	chairs, faculty and student club representatives.		
* Revitalize national and global identity of the College through exhibitions, performances, assistantships, residencies, employment opportunities, and higher entrance requirements	Continue support of undergraduate and graduate presentation of research at NAEA and other prominent conferences. Support graduate assistantships.		Funding from grants, administration	
* Promote the regional culture and creative economy	Participate in Cultural District planning in New Bedford; continue work with local and regional arts organizations and community partnerships	Faculty, students and alumni		
* Encourage civic responsibility among student body	Promote and expand Service Learning and Community partnerships by developing an undergraduate Foundations course in service learning/community partnership based on the graduate course, AED 618: Community Partnership; document and display examples of partnerships occuring within disciplines	CVPA Faculty		
* Develop international student exchanges	Continue study abroad programs in China, Italy, and India; develop exchange with Hessen (Germany) Universities	College, Departments and Faculty wIPO /consultation	Funds for recruitment and promotion on and off campus; faculty leader for Hessen	China, India and Italy in progress; launch Hessen exchange by 2015

* Support up-to-date technology and computer skills	Introduce new course offerings at the undergraduate and graduate level that address discipline specific concerns around thechnology	CVPA faculty and staff	Funding	Fall 2016
* Expand coursework into extracurricular activities such as field trips, film nights, museum visits, and guest speakers	Link curriculum to field trips and lectures.	CVPA Faculty, student clubs	Funding from SAIL; Shared electronic bulletin board	Fall 2015
* Use technology (Skype) in order to connect to the broader artistic community	Incorporate use of Blended and Flipped classroom deliveries; Use Skype for international lectures	CVPA Faculty	Training of use of technology.	SKYPE in use in ARH courses; other areas Fall 2015
* Provide outside links through social gatherings	Alumni exhibit, facebook alumni page, reunions	Student Chapter, MAE GPD, Dept. Chair; ARH Club		Three dinners with ARH Club students hosted by faculty;
* Encourage integration of first-year students and transfers with student organizations and clubs	Measure student satisfaction with extracurricular activities and support services; NAEA pre-service chapter events	Faculty, students and Foundations; club presidents		ARH Club active
Objective B .Encourage greater involvement with the University Honors Program and the Office of Undergraduate Research:				
* Foster an Honors Student Community in CVPA across all departments and levels	Begin National Music Honor Society Chapter; ARH Honors Program	MUS faculty; ARH faculty	Application fee and membership fees	Apply Fall 2015
* Increase the number of proposals for Honors and Undergraduate Research Grants	Assess student participation in University Honors program;	CVPA Faculty and students		
* Seek recognition through membership in arts honorary organizations	Encourage and name students to join Kappa Pi (international honorary art fraternity)	CVPA Faculty and students	Application fee and membership fees	Establish Kappa Pi at UMD spring 2016