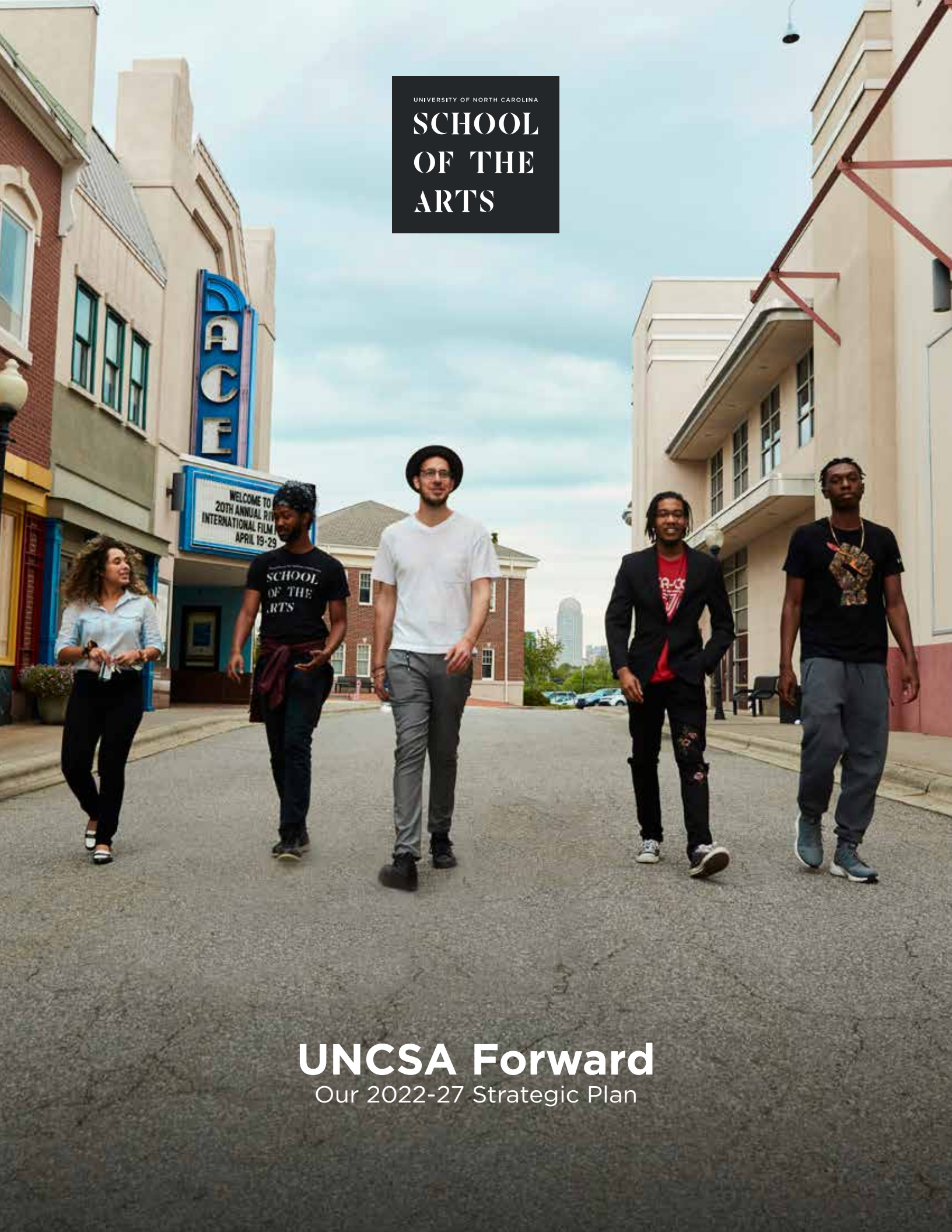


UNIVERSITY OF NORTH CAROLINA

SCHOOL OF THE ARTS



UNCSA Forward

Our 2022-27 Strategic Plan



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Our 2022-27 Strategic Plan

MISSION

The University of North Carolina School of the Arts (UNCSA) provides gifted emerging artists with the experience, knowledge, and skills needed to excel in their disciplines and in their lives, and it serves and enriches the cultural and economic prosperity of the people of North Carolina and the nation. UNCSA is the state's unique professional school for the performing, visual, and moving image arts, training students at the high school, undergraduate, and master's levels for professional careers in the arts.

INSTITUTIONAL VALUES

Community. Collaboration. Imagination. Integrity. Grit.

CORE STRATEGIES FOR 2022-27

- [Equity, Diversity, Inclusion and Belonging \(EDIB\)](#)
- [Health and Wellness](#)
- [Interdisciplinary Work in the Arts](#)
- [Maintaining and Expanding Industry Relevance](#)
- [Institutional Sustainability](#)

Equity, Diversity, Inclusion and Belonging (EDIB)



At UNCSA, we strive to create a safe environment, one that allows people from all walks of life to thrive. Doing so demands that we commit to an explicit and continual process of identifying and dismantling systems and practices of bias, exclusion and oppression. Education and art making can be transformational forces for change, and we are working so that change leads toward justice.

ACCESS AND SUCCESS

- Implement best practices for EDIB to increase recruitment and retention of historically underrepresented students, faculty and staff.
- Increase curricular and cocurricular career readiness opportunities and support for student-artists; in particular, those who have been historically underserved in higher education.

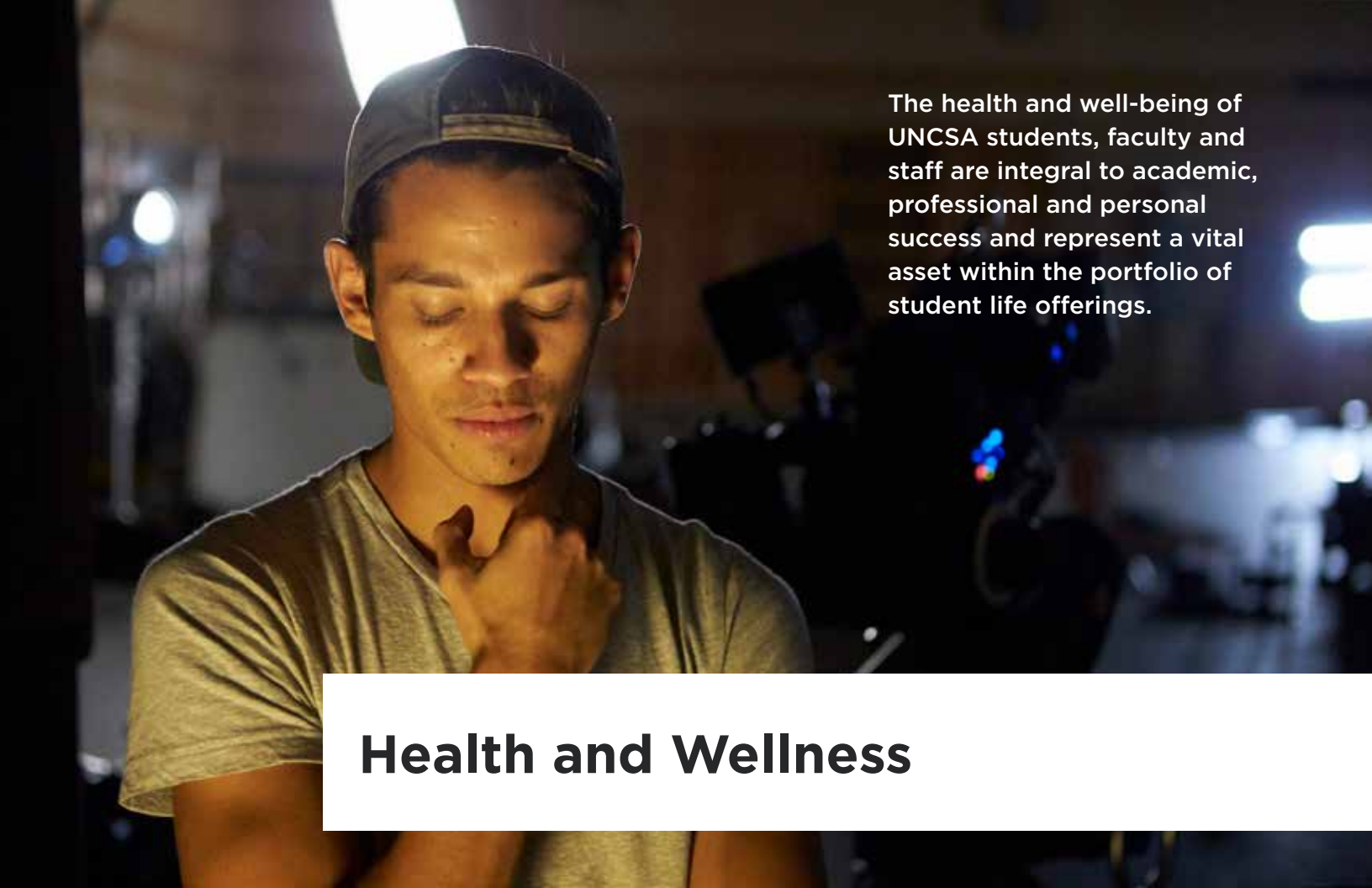
CAPACITY BUILDING AND CULTURAL INTELLIGENCE

- Recruit and hire a chief diversity officer and develop a campus infrastructure to effectively and collaboratively steward the campus' EDIB efforts.
- Develop a standing governance committee structured to support and guide ongoing EDIB work across campus and work in partnership with the chief diversity officer.
- Expand the capacity of campus Americans with Disabilities Act (ADA) and Accessibility Resources.
- Implement a recurring campus climate survey to better understand the lived experiences and needs of students and employees and to measure institutional progress toward EDIB goals.
- Expand professional development opportunities and resources for students and employees to build their capacity for demonstrating a commitment to EDIB.

- Create a culturally responsive curriculum, physical environment and campus experience that prioritizes diversity and facilitates students' self-representation of their identities to advance learning.

SUPPORT AND ADVOCACY

- Increase students' and employees' sense of belonging, personal safety and well-being.
- Create meaningful practices, policies and programming that help foster a safe and welcoming climate for the UNCSA and broader communities.
- Increase alumni engagement from historically underrepresented groups through consistent and meaningful support, collaboration and relationship building.



The health and well-being of UNCSA students, faculty and staff are integral to academic, professional and personal success and represent a vital asset within the portfolio of student life offerings.

Health and Wellness

MENTAL HEALTH SUPPORT INFRASTRUCTURE

- Establish a common health and wellness framework for living and working at UNCSA and in arts and entertainment industries.
- Promote and prioritize mental health awareness throughout the campus community through expanded onboarding, training and mentorship programs.

STUDENT WELL-BEING AND SAFETY

- Strengthen student support staff and resources in safety and wellness, with a focus on advocacy and assessment services, and expand educational and training resources.

- Develop new programs that promote implementing and sustaining healthy lifestyle habits, including nutrition and fitness.
- Develop and integrate instruction/coaching on mindfulness and time management throughout the educational experience.

CAMPUS WORKLOAD BALANCE

- Engage the campus in creating a new collaborative calendar that creates alignment for work across campus units as well as space for wellness and reflection.
- Evolve the annual performance calendar to meet current and future programmatic needs and provide better balance for production work.

Interdisciplinary Work in the Arts

Experience with the intersections of different art forms is a critical component in the development of artists for the industry of today and beyond. Opportunities to work on interdisciplinary projects that transcend traditional institutional boundaries will complement UNCSA students' learning and prepare them for successful 21st-century careers.

CATALYZING IDEAS AND POSSIBILITIES

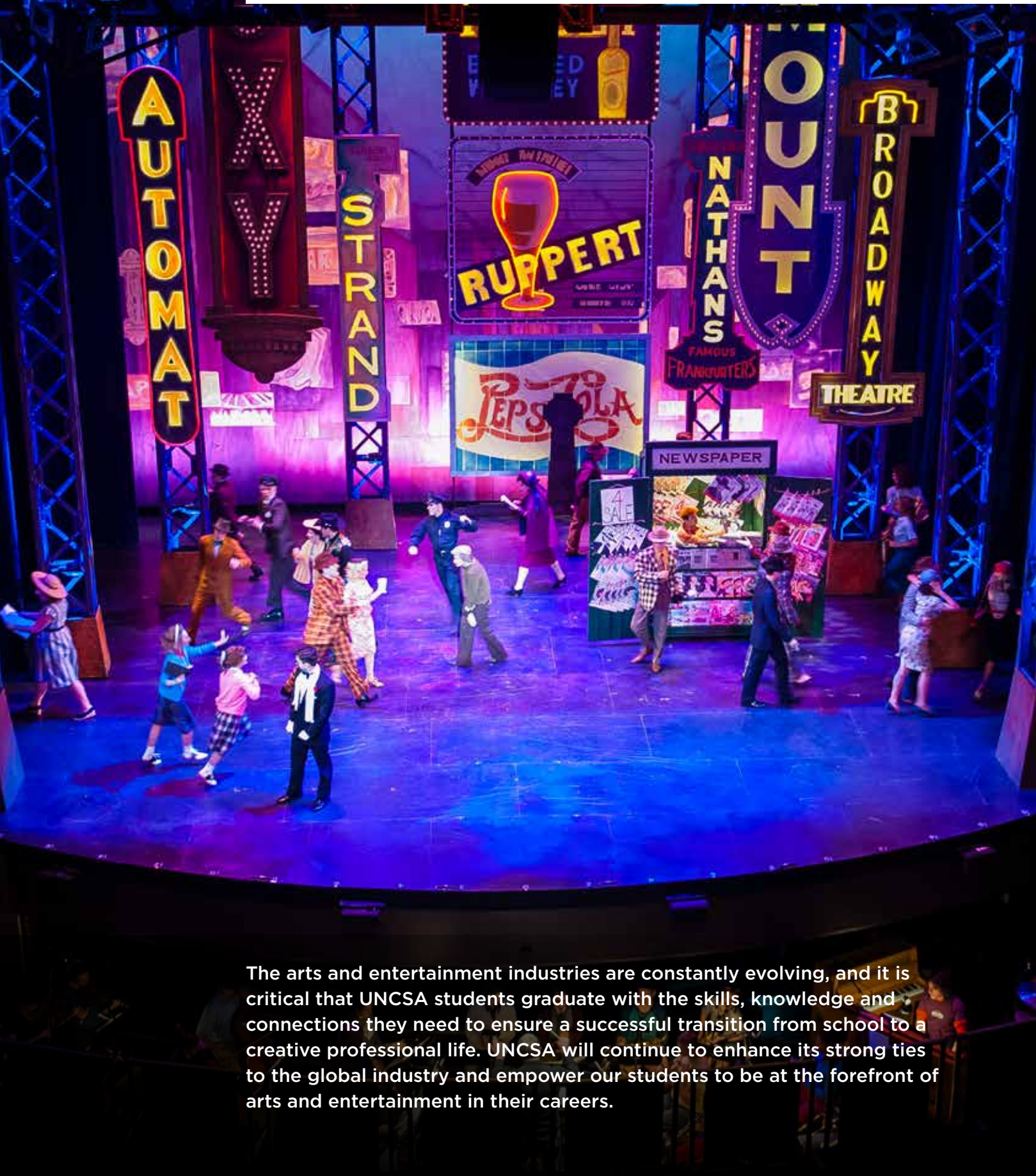
- Explore new ways to expose students to interdisciplinary practices and career possibilities in the first year of studies.
- Reinforce and promote interdisciplinary work and projects as a focus annually for Intensive Arts and explore ways to expand opportunities across the campus.
- Promote and encourage student-generated interdisciplinary works and productions and align those efforts with program and degree requirements.

CREATING OPPORTUNITIES

- Promote new interdisciplinary arts curricular opportunities within existing programs and reinforce existing capstone programs that bring students together across disciplines.
- In parallel with strategic actions in Health and Wellness, engage the campus in creating a new collaborative calendar that will provide time and opportunities for interdisciplinary arts work.
- Expand the role of the UNCSA Library as an interdisciplinary site for the campus through its programming and development of collections to support interdisciplinary arts studies.
- Create pathways to connect students from across disciplines who are pursuing interdisciplinary arts projects.



Maintaining and Expanding Industry Relevance



The arts and entertainment industries are constantly evolving, and it is critical that UNCOSA students graduate with the skills, knowledge and connections they need to ensure a successful transition from school to a creative professional life. UNCOSA will continue to enhance its strong ties to the global industry and empower our students to be at the forefront of arts and entertainment in their careers.

CONNECTING ARTISTS

- Establish UNCOSA alumni advisory panels for each conservatory.
- Explore and formalize professional industry partnerships with each conservatory.

CREATING NEW CURRICULAR OPTIONS

- Advance curriculum development for inter- and multi-disciplinary tracks and minors within degrees.
- Implement additional concentrations within existing degree programs that respond to current global career and market opportunities for graduates.
- Create and implement a new degree completion initiative for former students, leveraging in-person and remote learning resources and connecting past training with current opportunities and career directions.

EMPOWERING ARTISTS

- Align career and industry readiness courses across all programs and integrate core skills in building a digital footprint for all artists.
- Develop core competencies related to intellectual property for all students and create experiential learning opportunities in publishing media.
- Create a media publishing initiative for UNCOSA that leverages the network and resources of the institution to help alumni and faculty advance their creative work and intellectual property.



Institutional Sustainability

Personnel, enrollment and financial resources represent the foundation of an institution's long-term sustainability. Strengthening these aspects will be crucial for UNCSA to efficiently and effectively fulfill its mission.

PERSONNEL SUSTAINABILITY

- Address challenges in retaining and recruiting UNCSA faculty by bringing compensation levels up to rank minimums, with the long-term goal of achieving salary competitiveness.
- Address issues with UNCSA staff salary equity and competitiveness.
- Continue and expand the "Quality Workplace Committee" initiative on campus.
- Improve employee workload and efficiency by leveraging existing technology tools across the UNCSA campus and consolidating software platforms where possible.

ENROLLMENT SUSTAINABILITY

- Increase the number of full-tuition scholarships offered and the availability of scholarships to competitively recruit in-demand students.
- Support student progress by increasing the first- and second-year retention rates.
- Increase graduation rate to 80%.

FACILITIES SUSTAINABILITY

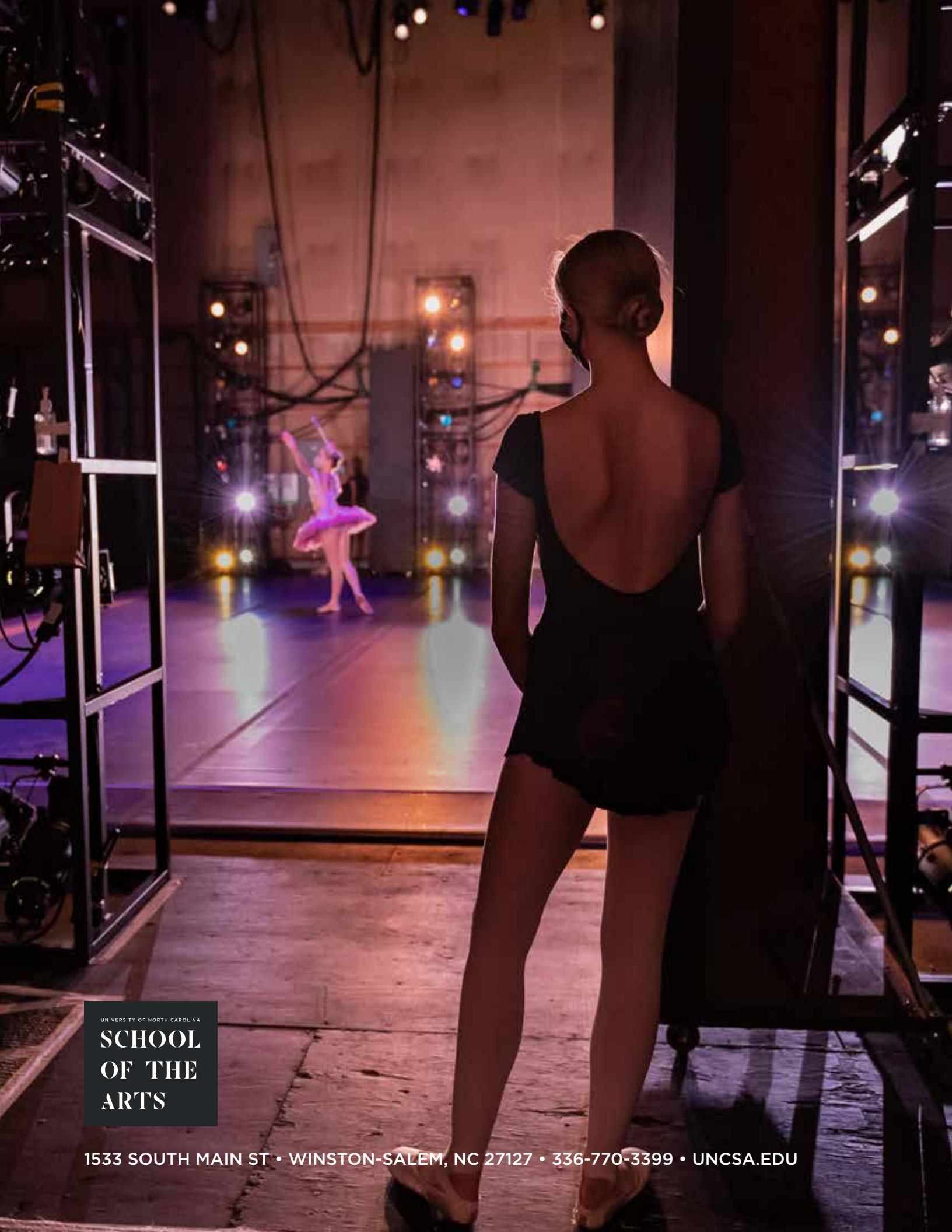
- Support the next steps in the Campus Master Plan, a transformational roadmap for adapting our living and learning environment to improve wayfinding and sense of place, to unify the architectural language of the campus, and to accommodate the growing needs of our creative community.

- Develop a framework to address the need for renovations to high school residence halls.
- Renovate the Stevens Center and continue to advocate for the funding needed to elevate associated student learning outcomes and the patron experience.

FISCAL SUSTAINABILITY

- Source and execute initiatives to increase efficiency in the use of resources across the UNCSA campus.
- Create and implement a new strategic budgeting process that will increase awareness, engagement and transparency.
- Grow earned revenue from partnerships, strategic alliances and other opportunities.





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