MISSION

The College of Fine and Applied Arts is dedicated to the advancement, practice, and understanding of the arts. The central focus of the college is the synergy among research, public engagement, and the preparation of students for lives in the environmental, visual, and performing arts. Deeply related to that focus is the commitment to elevate and sustain the study of the arts as both a necessary mode of understanding and a vibrant expression of human experience within the local, national, and international communities.
VISION

With this mission firmly in place, in 2018 the College of Fine and Applied Arts is deeply engaged in every major challenge facing the world in the 21st century. Our classrooms, labs, studios, performance and exhibition spaces regularly see students, faculty, and staff reaching to collectively reimagine our relationship to one another, to our surrounding infrastructures for health, energy, and civic life, and to the ecologies in which human life is deeply embedded.

Even as the future looks ever more uncertain in the face of political, social, economic, and environmental turmoil, the college is leading and creating leaders, setting the standard for deep, ethical engagement for the campus, the state, and beyond. Our students will be prepared for adaptive life rooted in deep convictions and skills; our faculty will continue to lead and grow in their fields as well as in the many complex interdisciplinary areas of research and public engagement; and our facilities and public-facing venues will serve as model laboratories for experimentation with new forms of social relationships.

The previous college strategy, 2014–2017, set the college on a sound path to responding to the changing conditions facing institutions of higher education and the needs of communities. As we move forward into the next five years, we take for granted that though the fulfilment of the missions of the individual departments and schools are the first priority of the college, our work requires careful coordination, cooperation, and creativity. While our units function interdependently in terms of campus budget allocations, pursuit of growth opportunities, and meeting the needs of students whose educational needs are more cross-cutting and less specialized, the college remains steadfast in support of unit-specific and college-wide goals and initiatives. Faced with the uncertain and variable support from the state, growth of new revenue continues to be a top priority while we carefully and creatively steward existing programs.

The next five years for FAA will see ever more creative curricular opportunities at the graduate and undergraduate level, for students within our college and across our campus. Our visibility on campus, regionally, and globally will grow as we step into our rightful places as leaders or fully-qualified collaborators on large-scale research and public engagement efforts. Through training, curricular and recruitment initiatives, and the creative work of students, staff, and faculty, we will intensify our efforts to eradicate racism, misogyny, and prejudice. The future vision of our college is grand and aspirational; we will continue to shape our world through our passion for the study and advancement of design and the arts.
Students operating Architecture's robotic arm; photo by Justine Bursoni
ACTIONABLE GOALS THROUGH 2021

We are committed to enacting the following actionable goals in the areas of curricula development, student experience and recruitment, research, and operational enhancement over the next five years:

CURRICULA

1. Create opportunities for credit-bearing, certifiable training in business and entrepreneurship for all FAA students.

2. Develop and deliver a college-hosted, large-scale course for non-majors on design.

3. Create a college-hosted design minor, accessible to all campus, and geared to utilize existing courses.

4. Establish courses that fulfill the U.S. Minority Cultures General Education requirement and explore their coordination as a minor/concentration in race, ethnicity, and the arts.

5. Establish a college-hosted undergraduate degree in Sustainability and the Built Environment.

6. Ensure skilled advising for all undergraduate students, with consistent integrated guidance on post-graduation and career paths.

7. Assess and address demand and opportunities for education in performance-related fields for students outside the college.

8. Establish new revenue-generating masters’ programs in Sustainability, Urban Design, and Design Thinking.

9. Formalize access to study-abroad opportunities across the college.
Illinois Theatre students rehearsing *Dontrell, Who Kissed the Sea*; photo by Darrell Hoemann
STUDENT EXPERIENCE AND RECRUITMENT

10. Coordinate efforts in Career Services, Advising, and Advancement/Alumni Relations to grow regular student internship opportunities with external partners.

11. Assess retention and graduation rates for students from underrepresented minority groups to ensure consistency with the campus’ ambitious goals.

12. Connect meaningfully with all accepted undergraduate applicants through their decision process to ensure a good application experience and improved admission yields.

13. Improve scholarship opportunities for undergraduate students, with a focus on funding for students from underrepresented minority groups.

14. Ensure quality experience and clear communication about curricula, opportunities, and expected outcomes for graduate students from recruitment through career placement.

15. Cultivate substantive partnerships and connections with K-12 schools in the City of Chicago and across the state.
16. Complete and realize goals of the Design Research Initiative, advancing recommendations of the Fellows for sustaining a culture of research in design across the college.

17. Design and launch a new research center housing labs for interdisciplinary performance, arts-integrative research methods, and public/community partnerships.

18. Build meaningful cooperation among humanities programs with peers across the college and the campus, including shared seminars and cosponsored events and guests.
World on the Horizon: Swahili Arts Across the Indian Ocean, installation Krannert Art Museum, 2017. Made possible in part by major grants from the National Endowment for the Humanities, neh.gov. © Board of Trustees of the University of Illinois
Best of Show—Art Foundations Juried Exhibit 2017: artwork by Cheyenne Lam
OPERATIONS

19. Ensure clear understanding among faculty and staff of the revised campus budget model and goals for application of new revenue.

20. Create paths and training for leadership and deeper participation in governance for faculty and staff, with a special emphasis on women and people of color.

21. Incentivize and track advancement of unit-specific diversity goals on an annual basis, including sustained anti-racism education for students, faculty, and staff.

22. Develop a comprehensive digital communication strategy and a new college website, integrating engagement across media platforms at unit and college levels.

23. Assess fit of current college name and identity; devise and evaluate possible new names.

Where We’re Going, choreographed by Krystal Collins (BFA ’18); photo by Natalie Fiol
This strategy resulted from the work of seven working groups in Spring 2017. After an initial college-wide meeting of faculty and staff identified themes for these groups, an open call invited faculty and staff to join a group of their choosing. These groups each delivered a list of actionable goals that were appropriate at the college level and took at least into initial account the resources required for action. College leadership then compiled the goals of these groups into a succinct collection of actions and themes appropriate to a four-year plan. The college's two main governing bodies, the Executive Committee and Administrative Council, supervised the process from start to finish, with consultation at key moments of the College’s Diversity Action Team.
**Chicago (Community Lab):** Maintain a persistent and distinctive presence for teaching, research, and public engagement in Chicago, with an emphasis on architecture, landscape, and planning. Arnab Chakraborty, Brian Deal, Andrew Greenlee, Kevin Hinders, Peter Mortensen, Robert Olshansky, Gail Rost, Bill Sullivan

**Design Across the Campus:** Coordinate college response to growing interest in design-related education from students outside FAA. Stephen Sears (chair), Eric Benson, Regina Garcia, Scott Murray, Melissa Pokorny, John Stallmeyer, Marci Uihlein

**Diversity Action Team:** Ensure coordination of all strategic goals with college goals in diversity and inclusion. Jan Erkert (chair), Lisa Dixon, Jorge Lucero, Linda Robbennolt, Ken Salo, Rochelle Sennet, Cheryl Snyder, Endalyn Taylor, Marci Uihlein, Michael Wellens

**Health and the Built Environment:** Respond to growing interest, understanding, and opportunities in the role the built environment plays in human health and wellness. Mohamed Boubekri, Lynne Dearborn, Mary Edwards

**Humanities across the College:** Strengthen the college’s distinct areas of humanities study and research through improved imagination and identity. Christina Bashford, Elen Deming, David O’Brien, Valleri Robinson, John Senseney, Oscar Vazquez

**Methods Lab (Interdisciplinary Research Hub):** Help grow the impact and contributions of our innovative research methodologies and processes. Gabriel Solis (Chair), Lisa Dixon, Marc Doussard, Jennifer Monson, Stacey Robinson, Stan Ruecker, Cliff Shin

**Performance Arts Lab:** Bring the performance arts units into more robust co-production opportunities with partners across the campus and community. Julie Gunn & Terry Ciofalo (chairs), Robert Anderson, Tammey Kikta, Thom Miller, Stephen Taylor

**Space and Time:** Create more opportunities for shared, cross-unit experience for the faculty and students of the college. Sara Bartumeus, Claudia Corlett-Stahl, Jonathan Keeble, Cynthia Kocher