

Program Review Memorandum of Understanding
Art and Design
8-31-19

Plan for Improvement: Recommendations from the Program Review that will be pursued:

1. The department will work with Admissions and the university administration to create a new process for admitting Art & Design students. [Note: PARC members suggested continuing to explore an alternative process rather than creating a new process. Citing a spirit of consistent practice for PLNU matriculants with lower academic profiles, PARC members emphasized that Art & Design faculty will be obligated to ensure the academic success of students, i.e. additional faculty intervention, mentoring, and academic support for GE coursework.]

2. In keeping with Industry trends, Art & Design will evaluate and update four-year plans for majors with respect to course offerings and concentrations.

3. The department will evaluate current practices, departmental surveys of incoming majors, and recruitment processes with prospective students, formulating best practices for future engagement. [Note: PARC members would like clarification on what “future engagement” denotes, i.e. a recruitment plan, if relevant.]

*Further Clarification: The purpose of this goal is to focus our efforts on increasing enrollment numbers in Art & Design. We plan to continue these non-traditional practices while at the same time explore other options as well. While we have seen a positive impact with these practices we understand there is more that can be done on our part to maximize our touchpoints with prospective students. We are also monitoring our departmental KPI's as they relate to Market Demand and Quality.

4. The department will work with University Advancement and Jim Daichendt, Dean of the Colleges to develop fundraising opportunities.

5. The department will submit APC proposals as delineated in the self-study.

6. The department will work with a marketing consultant on potential graduate programs related to desirable fields in Art & Design.

7. The department will develop a long-term strategy and plan to maximize class sizes and course offerings with upper-division stacked classes and strategic scheduling. [Note: PARC members suggest semester-to-semester monitoring of enrollments for the effectiveness of the stacked classes and/or strategic scheduling.]

8. [Note: PARC members suggest continuing to work with administration to ensure adequate facilities.]

*The Department will continue to pursue solutions to current facilities issues with administration.

Action Steps for Implementing Improvements:

Action Step 1:

The Chair has spent the 17/18 school year understanding current practices, faculty interests, issues and concerns, and the overall function of the department particularly as they relate to goals that were developed from program review process. Dialogue has extended beyond the department with the Dean, staff and administration in part to strategize best practices moving forward.

Target dates Steps moving forward:

- F.19: Meet with Admissions to discuss current practices and possible new strategies for admitting students into Department of A&D.
- 19-20, 20-21, 21-22, School Year: Introduce and implement new strategies in the admissions process.

Target:

- Desired outcome is to reach enrollment of incoming freshmen to 18-20 students.

Action Step 2:

Looking ahead, it is the departments overall goal to assess each of the 8 recommendations (listed above) at the start of each school year.

- This practice will allow the department (as a group) to stay current with the goals as well as reviewing any assessment measures.
- the Chair will provide an update as part of the departmental faculty kick off meeting
- time will be given to discussing the goals, updates on assessment related to goals.
- This check-up will provide insight toward our progress as well as serve as an opportunity to see if our expectations are on track or if adjustments need to be made.
- Upon completion of this action, the Chair and Dean will discuss the departmental progress toward the program goals.

Action Step 3:

Details and time frame related to each recommendation as followed.

- Recommendation 1 - Create a new process for admitting Art & Design students.
 - Investigate student enrolment capacity based on Department Space (both current and potential future).
 - Conversations have been initiated between the Admissions office and the Department.
 - There is a willingness between both parties to establish additional steps for students who do not meet the university standards but do exhibit a robust skillset in the Visual arts or Graphic Design.
 - Next steps will need to work toward an agreed Policy for student cases where this issue is evident.
 - If enrolled, the academic success of the will be monitored ' academic success through SSC and advising. Factors that will be used to monitor students success with be GPA. (both in major and overall) if enrolled.
- Recommendation 2 - Evaluate / update four-year plans for majors, course offerings & concentrations.
 - 17/18 School year: Initiated dialog with core faculty to discuss observations and thoughts related to currency of instruction, sequence of course offerings, concentrations, and minors.
 - 20/21 School year – Review any newly admitted students. Discuss with faculty advisors on Continue dialog with core faculty as indicated above. Highlight observations made and thoughts of current A&D program structure and pedagogy. As a group, determine how best to move forward with programing structure and changes.

- 18/19 School year: Identified and prioritized issues related to 4-year plans. Implemented action plan for moving forward with changes (APC long and short forms).
 - Maximize student enrollment in course where applicable (given the size of classroom space for labs).
 - 19/20 -20/20 School years: Review and reflect departmental impact of changes through touchpoints in advising, class size increases and decreases and any other notable changes (positive or negative) that can be traced to updates in the department's 4 year plans for majors.
- Recommendation 3 - Evaluate current practices: dept. surveys, recruitment processes to formulating best practices for future engagement.
 - The primary goal here is to increase enrollment for the department. To start, the department is working toward 2 new practices with prospective students: tours of our facilities (labs and classroom spaces) and information brochures showcasing programs, and career path opportunities.
 - Target dates: Steps moving forward:
 - F.19: Meet with Admissions to discuss current practices and possible new strategies for admitting students into Department of A&D.
 - 19-20, 20-21, 21-22, School Year: Introduce and implement new strategies in the admissions process.
- Recommendation 4 - Collaborate with University Advancement & Dean to develop fundraising opportunities.
 - Working with both parties, explore developing relations with professionals in Art & Design World to serve in an advisory capacity.
 - Primary focus will be given to student scholarship & Facility improvements
 - Department hosted its first curated Auction/ Exhibition in Fall of 2018. We raised over 5K in funds for scholarships. This event offered an introduction to working with advancement. Advancements assisted with council
 - Based on its success, the department has determined interest in doing more events like this or similar too it. The department is considering the frequency of these events (yearly, or biannually) as well as the structure and format.
 - Funds raised from this first auction will serve Art & Design student scholarships for the 19/20 school year.
- Recommendation 5 - Submit APC proposals as delineated in the self-study.
 - The Primary APC proposal that was indicated from the review was the need for a minor in Graphic Design. In the fall of 2017 School year, Department submitted short APC form approval to clarify the offering of a graphic design minor.
 - 18/19 School year, department will work together and asses if any other APC proposals (short or long) would benefit the programing of Art & deign.
 - 18/19 – 19-20 School year: submit applicable proposals.
- Recommendation 6 - Investigate graduate programs related to desirable fields in Art & Design.
 - 17/18 – Initial research from department is looked toward the growing trends associated in the field of Art & or Design
 - 19/20 – Research and strategize the scope of a graduate degree and seek a market analysis to determine the current ability of the program.
 - Upon completion of a market analysis, the department will work with the dean's office, on moving forward accordingly.
- Recommendation 7 - Develop a long-term strategy and plan to maximize class sizes and course offerings with upper-division stacked classes and strategic scheduling.
 - Per the PARC Committees recommendation, the department will monitor enrollment numbers.

- Parameters of monitoring enrollment will be investigated in relationship student numbers, class sizes, classroom/ lab space availability
 - As indicated Program goal 1, a base and maximum capacity of student enrollment need to be determined.
 - Review the last 3 years of class enrollment numbers in A&D. What trends can be found that might impact future programing developments?
 - Current practices to minimize/ eliminate lower enrolment courses are:
 - stagger timing sequence of course offerings
 - Cancel low enrollment courses if necessary
 - Stack low enrollment courses if possible
 - Switch course to independent study options if needed
 - Monitor KPI # 16 (Low enrolled Classes)
 - For courses that routinely identified “low enrollment courses” semester after semester, develop an action plan with the department to improve class size in these designated courses.
- Recommendation 8 - Pursue solutions to current facilities issues with administration.
 - The Department will continue to pursue its commitment to working with administration in finding solutions to space issues that impose challenges on the quality of classroom instruction, wear and tear of equipment and an aging building that is serving contemporary art practices.
 - Target dates: Steps moving forward:
 - S:18: - Submitted space proposals improvement needs to Deans office and Facilities.
 - S19: - Submitted space proposals improvement needs to Deans office and Facilities.
 - S:20: Will submit space proposals improvement needs to Deans office and Facilities.
 - S:21: Will submit space proposals improvement needs to Deans office and Facilities.

Assessment Measures

What assessments will be done to determine if the recommendations are leading towards the desired improvements? How will we know if we have been successful?

Assessment measures related to each goal as follows:

- Recommendation 1 - Create a new process for admitting Art & Design students.
 - Once students who have been flagged as candidates for this process and gone through this portfolio process, both admissions and the department of A&D will review the process and strategies best practices moving forward.
 - In addition, students who are accepted through this process will be monitored on a semester by semester bases. Advisors will provide notes using the EAB system. If concerns are raised, the Advisor will work with department Chair and coordinate with Deans and other support staff as need depending on the issues raised.
- Recommendation 2 - Evaluate / update four-year plans for majors, course offerings & concentrations.
 - Track comments made from observations by faculty associated with updates to 4 year plans for majors
 - Monitor KPI's related to Student Success and Cost Efficiency (# 16: Low enrollment Classes)
- Recommendation 3 - Evaluate current practices: dept. surveys, recruitment processes to formulating best practices for future engagement.
 - Monitor KPI's related to Market Demand & Quality (#24: FTF Inquiry to completed App Conversion, #26 FTF Admissions Yield)
 - Our target # for incoming Freshman is between 18-20 students.

- Recommendation 4 - Collaborate with University Advancement & Dean to develop fundraising opportunities.
 - Track participation of both artists who donate as well as participants of auctions and add them to our database of Alumni, Supporters, and Friends of the Department.
 - Developing a network of community supporters (Alumni, Art & Design advocates, and others) will benefit opportunity Art & Design students and programming on campus as well increase relations with off campus supporters of the Arts
 - Identify key financial gains and relations from these collaborations.
 - Review and discuss successes, challenges and adjustments for a repeated exhibit of this type.
- Recommendation 5 - Submit APC proposals as delineated in the self-study.
 - 17/18 school year – Short form was submitted to APC and APC approved the name change of our current Art Minor to: Art & Design Minor.
 - Track the developments and any completion of APC proposals at the beginning of each school year to maintain forward momentum.
- Recommendation 6 - Investigate graduate programs related to desirable fields in Art & Design.
 - Review Market Analysis and determine benefits and impacts to department:
 - Are new faculty and or staffing needs indicated?
 - What are the space requirements and impact to current facilities?
- Recommendation 7 - Develop a long-term strategy and plan to maximize class sizes and course offerings with upper-division stacked classes and strategic scheduling.
 - Monitor class enrollment numbers from semester to semester.
 - Prior to scheduling courses, review enrollment numbers of previous semester class sizes to better understand the upcoming needs for course offerings.
 - KPI # 16 will provide the overall assessment of the departments enrollment numbers and indicate areas that need improvement to raise class enrollment numbers.
 - Determining how many students we have in each major and what year they are in their program provides more accurate account of scheduling needs.
 - Considering the space capacity of each lab also helps determine seat capacity for classes.
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- Recommendation 8 - Pursue solutions to current facilities issues with administration.
 - Meet with the dean yearly to identify which improvements have been made as well as each review and record how the previous year's improvements have impacted student success, quality of instruction, and improved moral of the community of students and faculty.

Financial Implications of the Action Steps:

Are there any financial implications associated with the actions steps coming from the program review recommendations? If so, what is the timeline and estimated scope of each need listed?

- The action steps associated with financial implications are
 - Program Goal 4 - Create a new process for admitting Art & Design students.
 - This goal is seen as a positive Financial impact as it would raise funds to help support the department
 - Program Goal 6 - Investigate graduate programs related to desirable fields in Art & Design.
 - The Developing of a graduate program would have positive financial impact as it would generate new revenue for the University
 - Program Goal 7 - Develop a long-term strategy and plan to maximize class sizes and course offerings with upper-division stacked classes and strategic scheduling.

- Improvements on this goal would have positive impact as the goal strives to implement more cost-efficient practices that are in line with the University's goals.
- Program Goal 8 - Pursue solutions to current facilities issues with administration.
 - While the initial impact of this goal would be a cost burden to the school, Improved department spaces attract more audience interest in an already competitive market.

Areas of Accountability:

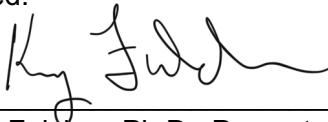
Are there areas identified by the administration that need particular attention during the next review cycle period? If so, indicate what they are and how and when they will be addressed.

- Unfunded Load Units Policy.
 - Develop the rationale for Department of Art & Design
 - Identify the industry standards applied in context of schools like PLNU
 - What parameters determine unfunded load in which studio course?
 - Determine PLNU's Policy for Unfunded Load Units in Art and Design based on comparison of peer schools.
- Ensure that all fundraising efforts for Art and Design are managed through collaboration with University Advancement and align with university practices.

Agreement:

The Provost and the Art and Design Department mutually agree to pursue these recommendations for Art and Design. The Provost will provide material and administrative support for the actions taken as the result of the recommendations provided that the Art and Design Department makes satisfactory annual progress on the initiatives. The Art and Design Department will carry out these actions and submit an annual report of progress.

Signed:



Kerry Fulcher, Ph.D., Provost



David Carlson, M.F.A., Chair, Art and Design

Date: 8-31-19