



2015–2016

ROCHESTER INSTITUTE OF TECHNOLOGY
COLLEGE OF IMAGING ARTS & SCIENCES

Strategic Plan Implementation Teams
Year End Summary Reports

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OVERVIEW

The CIAS Strategic Plan Implementation teams worked diligently during the 2015-2016 academic year. Each team developed a plan outlining the goals and actions that they wanted to accomplish during this time period. This year-end report provides a summary of the work completed in year three of the CIAS Strategic Plan.

STRATEGIC DIMENSION A STUDENT SUCCESS UPDATE:

The committee developed a document for collecting information from faculty and students through interviews and surveys. Information collection was piloted with the faculty of the Industrial Design Department in the School of Design. The Student Success Committee continues to work on refining the information gathering.

A CIAS student meeting was conducted by Emily Moore (CIAS Student/Student Government Representative) and Shaemus Spencer (CIAS Graduate Student/Graduate Student Advisory Committee Representative). Additional Action Items were collected and added to the Student Success agenda for the revised CIAS Strategic Plan document.

STRATEGIC DIMENSION B

FACULTY AND STAFF SUCCESS UPDATE:

GOAL 1: FACULTY AND STAFF

CIAS will have high quality faculty and staff to provide curriculum instruction and administrative support relative to the mission and vision of the College.

ACTION B1.3

Create and maintain a list of current and potential adjunct faculty to support curricular needs that cannot be covered by full-time faculty.

- » Adjunct database development completed. Still need some CIAS schools to upload information.
- » Preparing for launch in fall semester 2016.

GOAL 2: PROFESSIONAL DEVELOPMENT AND TRAINING

CIAS will maintain fairness and equality, encourage professional development, promote life-long learning, and recognize the contributions of all faculty and staff.

ACTION B1.3

Develop formal position descriptions for administrative chairs, program chairs, and graduate directors to include term limits and succession planning. Develop formal position descriptions for Staff Assistants.

- » Draft Administrative Chair, Graduate Director, and Program Director position descriptions. All drafts submitted to policy committee to be finalized and submitted to the appropriate groups for review. Goal is to complete all position descriptions by the end of the 2016–2017 academic year.

STRATEGIC DIMENSION C

SCHOLARSHIP, CREATIVITY, AND RESEARCH UPDATE:

The Scholarship, Creativity & Research Strategic Plan Committee continues to strategize on the best manner in which the College can continue efforts in this critical area. There are many ongoing events and activities in the College that serve this domain, including gallery shows under the direction of John Aasp, symposium, guest lectures, and awards. The committee is focused on three immediate action items, and has petitioned the Dean's office for support. These are:

ACTION ITEM ONE

Promote the importance of Human Subjects Internal Review Board (IRB) approval of relevant research activities. Recent College-wide correspondence has indicated that some CIAS faculty do not understand the critical nature of protecting Human Subjects, and that the Institute maintains an IRB office, namely, the Human Subjects Research Office (HSRO). The HSRO needs to approve any appropriate research before it is conducted. While this office maintains a website and offers regular training, some CIAS faculty are evidently unaware of the importance here. Therefore, the Scholarship, Creativity & Research Strategic Plan Committee has asked the Dean's office for permission to invite the HSRO to present at a forthcoming CIAS faculty meeting or retreat.

ACTION ITEM TWO

Promotion of Scholarship of CIAS faculty. Recognizing that many display cases in the hallways of Gannett and Booth Hall are underutilized, the Scholarship, Creativity & Research Strategic Plan Committee would like to use some of them to showcase books published by CIAS faculty. It is proposed that faculty could be asked to submit PDF graphics of the covers of books that they authored, and these can be printed out and shown in the hallway display cases. Once approved, College Administrative Chairs will be asked to poll their faculty about submitting the relevant graphics required, and the Imaging Systems Lab can be hired to output the graphics.

ACTION ITEM THREE

The current annual dollar amount allotted for faculty development is deemed inadequate. It is recognized that this is Institute policy, but it is the view of the Scholarship, Creativity & Research Strategic Plan Committee that if the faculty are expected to continue to contribute at the highest level that this be reconsidered. The Committee requests the Dean's office support at the Institute level, and in the meantime suggests that all faculty be aware of other sources, including FEAD grants, in this endeavor. It is recognized that previous College meetings have focused on the importance of seeking external sources of funding and grant writing, and it is suggested that pending additional support from institute that these be continued and promoted.

STRATEGIC DIMENSION D

GLOBAL ENGAGEMENT UPDATE:

This year, the Global Engagement Team met to discuss changes to our section of the strategic plan, so that it would be aligned with the new RIT strategic plan and updated according to CIAS needs. Issues raised in discussion included a concern with creating measurable goals, assessing progress towards goals, and concern with funding some of those goals (particularly with financial support for students). Based on that discussion and further email feedback, we submitted the following changes for the CIAS strategic plan:

- » Updates to remove language about Tiger Term, and to include the mapping of pathways for study abroad.

New actions added:

ACTION D1.5

Ask that faculty identify actions related to global engagement in the plan of work (in the hopes of having faculty consider global engagement an asset for CIAS)

ACTION D2.4

Stating that CIAS will develop a support system to improve student communication skills

ACTION D2.5

Networking with international alumni

ACTION D2.6

Creating a competency target for global engagement and finding ways to recognize and reward student achievement in global engagement

ACTION D2.7

Introducing global engagement opportunities at orientation

ACTION D3.6

Finding a target number for study abroad participation

ACTION D3.7

Reviewing the financial aspects of study abroad with an eye on student financial need

As we have previously sent suggestions related to student communication skills, community building, and orientation, and as CIAS is making steady progress in goals related to study abroad with the new dedicated committee and the mapping of curricular pathways, we are now turning our attention to incorporating a global perspective in CIAS curriculum and providing an incentive for students to explore that perspective.

Our April meeting was dedicated to discussing these issues, and the idea of a CIAS-based minor, tentatively called something like Global Arts and Cultures, emerged from that meeting. This could incorporate courses with study abroad component, identified CIAS courses with a global perspective or incorporating international collaboration, and select appropriate courses from other colleges (such as language courses).

An additional long-range goal to make sure that each student in CIAS has increased exposure to global perspectives would be to do something similar to program-based writing intensive courses; perhaps each program could review curriculum and designate a required course that incorporates a global view. Planning for a minor (identifying courses, writing the rationale for the minor, and submitting forms) will begin in the fall term. A minor would be a means of encouraging and acknowledging student participation and achievement, and at the same time is an opportunity for CIAS to review, revise, and/or expand globally-inflected curriculum as part of the process of establishing the minor.

STRATEGIC DIMENSION E COMMUNITY AND CULTURE UPDATE:

Gina Ferrari will be Chair of the Committee for the 2016–2017 academic year.

The committee revised the C&C Dimension E strategic plan 2015–2025 and the work plan for 2015–2025.

Highest priority is rebuilding of the committee to ensure progress is made for 2016–2017.

STRATEGIC DIMENSION F FACILITIES AND ENVIRONMENT UPDATE:

Received \$200,000 to upgrade and renovate CIAS bathrooms during summer 2016

Started plans and development activities for ID renovation. Received \$250,000 gift

Building new computer lab, offices, conference room, etc., on the 2nd floor of Gannett.
Completion date 8/2016.

Exploring AC options for all of CIAS with FMS

Phase one of Breezeway renovation.
Completion date 8/2016.

STRATEGIC DIMENSION G

POLICIES AND PROCEDURES UPDATE:

RIT POLICY #	RIT POLICY NAME	CIAS POLICY/ GUIDELINE NAME	CURRENT STATUS
D3.0	Registration	Registration	Reviewed: no revisions required
D8.0/D12.0	Student Academic Integrity Process and Graduation Requirements	Undergraduate Policy and Guidelines	Preparing for CIAS review
D8.0/D12.0	Student Academic Integrity Process and Graduation Requirements	Graduate Policy and Guidelines	Revisions completed and uploaded to InsideCIAS
E5.0	Policies on Tenure	CIAS Tenure & Promotion: Criteria and Procedures for Tenure-Track Faculty	Revisions complete; preparing for upload to InsideCIAS
E6.0	Policies on Faculty Rank	Faculty Promotion Policy for Tenured and Non-Tenured Faculty	Revisions complete; preparing for upload to InsideCIAS
E7.0	Annual Review of Faculty	Annual Review of Faculty	Revisions in process
	RIT Semester Class Scheduling Policy	CIAS Scheduling and Space Utilization	Policy development in process

GUIDELINES

Guideline		Faculty Teaching Loads and Course Release	Guideline completed; preparing for upload to InsideCIAS
Guideline		FMS Requests	TBD
Guideline		Travel & Reimbursement	Revisions completed and uploaded to InsideCIAS
Guideline		FEAD Grants	Revisions completed and approved by FEAD committee
Guideline		Student/Educational Travel Domestic and Abroad	Complete and uploaded to InsideCIAS
Guideline		Position Descriptions for Program Chairs, Grad Directors and Admin Chairs	In process
Guideline	RIT D17.0	Full Time Faculty Summer Availability	Guideline development in process

STRATEGIC DIMENSION H

MARKETING UPDATE:

This year has been one of transition and change, especially with the departure of the CIAS Director of Marketing Communications. The college is in the process of hiring a new Director who will be tasked with the management of the CIAS marketing and recruitment strategies. Although part of the 5-Year Strategic Plan, marketing was not one of the established dimensions. This important component has been reintroduced as a dimension as outlined below.

INTRODUCTION

A strong marketing plan is crucial to the future success of CIAS. Like in all industries, marketing in Higher Education is a rapidly changing environment. Both the University and the College recognize the need to expand the RIT brand and improve our national and international reputation for purposes of recruitment, alumni engagement, and industry partnership opportunities. Marketing in respect to the CIAS strategic plan includes all forms of internal and external communications as well as recruitment.

GOAL 1: IMPROVE AWARENESS

Improve awareness of activities, accomplishments and events within the college.

ACTION H1.1

Improve visual displays around the college

ACTION H1.2

Initiate a centralized system that has access to the displays in key areas to push information to

ACTION H1.3

Centralize the collection of announcements, events, student work, etc.

ACTION H1.4

Maintain a marketing committee with representatives from each School and the CIAS Dean's Office

GOAL 2: DEVELOP MARKETING & RECRUITING

Develop marketing and recruitment capabilities of each School in the College.

ACTION H2.1

Develop marketing workshops and professional development opportunities for representatives from each School

ACTION H2.2

Provide resources so each school can meet their individual marketing and recruitment needs

ACTION H2.3

Require each school to work with the Director of Marketing Communications to create an annual marketing plan

ACTION H2.4

Institute an annual review of marketing and recruitment outcomes between the Director of Marketing Communications and the Administrative Chair from each school

GOAL 3: EXPAND THE MARKETING COMMUNICATIONS DEPARTMENT

Expand the marketing communications department to meet the changing marketing and recruitment needs of the College.

ACTION H3.1

Work with the Dean and other key stakeholders to evaluate the marketing needs of the College

ACTION H3.2

Increase the marketing budget to appropriately reflect the growing needs of the College

ACTION H3.3

Expand the marketing office staff to include specialized staff (i.e. social media, design, web/analytics)

ACTION H3.4

Develop an annual report to be shared with College leadership

STRATEGIC DIMENSION I

DIVERSITY AND INCLUSION UPDATE:

During the 2015–2016 academic year the diversity and inclusion committee achieved the following:

Formed a partnership with the Office of Veterans Enrollment. (*Goal 1 Action 11.1/Goal 3 Action 13.5*)

Established that diversity and inclusion would be a topic/agenda item for all college retreats and meetings as appropriate. Kevin McDonald, VP for Diversity and Inclusion, was a keynote speaker for the August 2015 all college retreat. (*Goal 2 Action 12.1*)

CIAS Graduate curriculum committee has developed a listing of graduate courses with diversity and inclusion content. (*Goal 3 Action 13.1 & 13.2*)

Added three additional members to the committee; need to identify a new committee chair.

Previously diversity and inclusion was not one of the established dimensions. As part of the revision of the CIAS Strategic Plan this important component has been reintroduced as a dimension as outlined in the following text.

INTRODUCTION

CIAS supports the richness and importance of diversity and thus has included a focus in this area as part of this strategic plan. The term diversity is used to describe individual differences (e.g., personality, learning styles, and life experiences) and group/social differences (e.g., race /ethnicity, class, gender, country of origin, religious etc.) that can be engaged in the service of learning and working together. The term inclusion is used to describe the active, intentional, and ongoing engagement with diversity– in people, in the curriculum, and in communities (intellectual, social, cultural, geographical) with which individuals might connect.

(http://www.aacu.org/inclusive_excellence/index.cfm)

GOAL 1: DIVERSITY, INCLUSION, AND RETENTION

Increase and retain diversity among CIAS faculty, staff, and students.

ACTION I1.1

Increase diversity among CIAS faculty, staff and students

ACTION I1.2

Focus on retention of diverse populations of faculty, staff and students

ACTION I1.3

Increase in college-wide efforts to provide better access to all students

STRATEGIC DIMENSION I

DIVERSITY AND INCLUSION UPDATE:

GOAL 2: CELEBRATION OF DIVERSITY AND INCLUSION

Create and sustain a college environment that acknowledges and celebrates diversity and inclusion.

ACTION I2.1

Foster participation among faculty/staff through multicultural experiences, CIAS sponsored events, and workshops centered on diversity and a diverse culture of inclusiveness

GOAL 3: CULTURAL ENRICHMENT

Enrich culture of diversity and inclusion through education and scholarship.

ACTION I3.1

Illuminate inclusion and diversity in current CIAS curriculum

ACTION I3.2

Increase amount of course content relating to inclusion and diversity

ACTION I3.3

Improve teaching effectiveness for students with specific disabilities, language issues, and learning styles

ACTION I3.4

Increase in funding for faculty scholarship relating to topics of diversity and inclusion

ACTION I3.5

Increase in CIAS connections with diverse corporate sponsors and alumni