

# ART & ART HISTORY DEPARTMENT: STRATEGIC PLAN 2014 - 2019

**Vision Statement** The Department of Art and Art History aspires to be a national exemplar in undergraduate art practice, teaching and research in studio art, art education, and art history. We aspire to enable our students to attain a deep understanding of these disciplines; to help them develop analytical, critical reasoning, and technical skills at the highest levels; and to help them explore connections between studio practice, art historical investigation, and arts education. We aim to provide a course of study that fosters intellectual rigor, interdisciplinary integration, and global awareness and understanding which will facilitate an understanding of cultural, social, and political conditions both historically and in the present.

**Mission Statement** The programs of study administered by the Department of Art and Art History are central to the mission of the School of the Arts and Communication as well as The College of New Jersey. The Department is committed to providing programs of study which develop a high level of conceptual and technical ability, resources beyond the studio for a broader education in the arts, exposure to and understanding of electronic media and methods of communication, and a balance between demanding course of professional study and a liberal arts education. The faculty strive to be productive and accomplished scholars in their fields and excellent undergraduate teachers and mentors. Members of the faculty also participate in shared governance at the college, school and departmental levels.

**Strategic Goals and Initiatives** The Department of Art and Art History organizes its strategic plan by initiatives as described below. The initiatives listed here come from the discussions of the Department's Curriculum and Strategic Planning Committees, the Art and Art History faculty, staff, and students. Within each area of the strategic plan, we identify several strategic goals for the department or program concerned and for each goal we describe practical strategic initiatives for achieving that goal. The goals will be used to guide our actions, for assessment and to determine future directions. **In addition, the Department will prioritize initiatives and assessment connected with NASAD certification.**

**(I) CURRICULUM AND LEARNING** This area concerns courses and curricula we offer or support in each program, and the desired learning outcomes associated with each program.

**GOALS STRATEGY ASSESSMENT INDICATOR CYCLE/TIMEFRAME RESPONSIBILITIES**

## A. VISUAL ARTS (Fine Arts, Lens-Based, and Graphic Design Concentrations)

**Goal A: The program curriculum will provide a comprehensive and rigorous understanding of contemporary and historical art and studio practice.** Strategy: The Department will regularly offer courses in artmaking practices (or studio art) at the introductory, intermediate, and advanced levels. Assessment Indicator: The Curriculum Committee will monitor the achievement of this goal by whether these courses have been regularly offered. Yearly. Visual Arts Coordinators and Curriculum Committee.

**Goal B: Supporting Foundation learning goals across the curriculum (a comprehensive first year program for all Graphic Design, Fine Arts, and Lens-based students).** Strategy: The Department will evaluate current Foundations goals and integrate those learning goals across the BFA curriculum. Assessment Indicator: Regular review of coursework along with department assessment vehicles, such as the Sophomore Review, will be monitored by the Department to assess the level of student achievement of these Foundation learning goals. Yearly. Visual Arts Coordinators and Curriculum Committee.

**Goal C: Supporting a rigorous capstone experience across all media.** Strategy: The Department is expanding current Capstone program for FA & Lens-based from a two semester to a three semester sequence, including a semester Capstone Professional Practice course. Graphic Design will evaluate the two semester sequence to maintain the level of excellence. Assessment Indicator: The Senior Thesis exhibition and portfolio review programs serve as a public assessment vehicle for our Capstone experience. Yearly. Visual Arts Coordinators and Curriculum Committee.

Assessment Indicator: Coordinators and Curriculum Committee will keep a visual and written archive of Capstone experiences. Yearly. Visual Arts Coordinators and Curriculum Committee.

**Goal D: The Visual Arts curriculum will foster precision, rigor, and creativity in scholarly, research, writing and speaking pertaining to a thorough understanding of critical issues and theories related to historical and contemporary art.** Strategy: Teaching methods will emphasize the development of research, writing, and speaking skills. Assessment Indicator: Course instructors will monitor student achievement of these goals and Coordinators will evaluate the caliber of student work at a broad level. Yearly. Visual Arts Coordinators and Curriculum Committee.

Strategy: All Visual Arts courses will require the practice of critical inquiry and expression through a presentation or written paper.

**Goal E: Pursue NASAD accreditation.** Strategy: Complete NASAD accreditation study. Assessment Indicator: The NASAD review will indicate the Department's status with regard to accreditation. A two to three year timeline. Faculty and NASAD accreditors.

## B. ART HISTORY

**Goal A: The program curriculum will provide a comprehensive and rigorous understanding of the development of art both historically and geographically.** Strategy: We will regularly offer courses in various historical periods and geographical regions at introductory, intermediate, and advanced levels. Assessment Indicator: The achievement of this goal will be demonstrated by whether these courses have been regularly offered. Yearly. Art History Coordinator and Curriculum Committee.

**Goal B: The art history curriculum will provide students with the skills to perform visual analysis effectively.** Strategy: We will regularly require students to demonstrate visual analysis in their courses. Assessment Indicator: The achievement of this goal will be demonstrated by students performing visual analysis assignments in the classroom and in written looking assignments. Yearly. Art History Coordinator and Curriculum Committee.

**Goal C: The program curriculum will foster precision, rigor, and creativity in scholarly writing and speaking.** Strategy: We will employ teaching and grading methods that emphasize the development of writing and speaking skills in all of our courses. Assessment Indicator: Students will speak and write with precision, rigor, and creativity, as assessed through their assignments that focus on such skills. Yearly. Art History Coordinator and Curriculum Committee.

Strategy: Faculty will include standards for grading on syllabi.

**Goal D: The program curriculum will include a Capstone two semester sequence to enable students to better meet their career objectives.** Strategy: Students will develop an original research project to demonstrate their ability to think critically and their analytic and writing skills. Assessment Indicator: Students will produce a thesis research paper that demonstrates research, critical, analytic, and writing skills. Yearly. Art History Coordinator and Curriculum Committee.

**Goal E: The program curriculum will include a study abroad and or internship experience to promote cross-cultural exchange and promote exposure to art outside the classroom.** Strategy: Students will participate in a semester long or short term study-abroad program and /or acquire an internship in an art collection to experience cross-cultural exchange and to encounter art beyond the classroom. Assessment Indicator: Achievement of this goal will be demonstrated through performance in study abroad courses and/or internships as monitored by advisors. Yearly. Art History Coordinator and Curriculum Committee.

**Goal F: Pursue NASAD accreditation** Strategy: Complete NASAD accreditation study. Assessment Indicator: The NASAD review will indicate the Department's status with regard to accreditation. A two to three year timeline. Faculty and NASAD accreditors.

**(C) ART EDUCATION**

<b>Goal A: The program will provide a comprehensive and rigorous understanding of studio art, art history and historical and contemporary practices and issues (e.g., curriculum and pedagogical inquiry) in art education.</b>	Strategy: We will regularly offer courses in artmaking, art history, and art education at the introductory, intermediate, and advanced levels.	Assessment Indicator: The achievement of this goal will be demonstrated by whether these courses have been regularly offered. The Program Coordinator will ensure consistency, quality of the courses and meeting of course objectives.	Yearly.	Art Education Coordinator and Curriculum Committee.
<b>Goal B: The program will prepare students with the skills and dispositions to be effective 21<sup>st</sup> century teachers (e.g., technology use, writing and speaking skills, etc.).</b>	Strategy: We will regularly employ teaching methods and grading methods in the art education courses that reflect needed skills and dispositions in 21st century teaching.	Assessment Indicator: The achievement of this goal will be demonstrated by assignment rubrics such as the Professional Development and Teaching Performance Assessment Forms.	Yearly.	Art Education Coordinator and Curriculum Committee.
<b>Goal C: The program will maintain professional working relationships with school districts and art teachers to offer diverse field experiences.</b>	Strategy: We will search out and maintain working relationships with cooperating art teachers and districts, and offer field placements in K-12 urban, suburban, and/or rural schools and/or other arts organizations.	Assessment Indicator: The achievement of this goal will be demonstrated through students' various placements with diverse populations participation of cooperating teachers with the art education program. The Coordinator, STEP Office, supervisors, and/or course instructors will continually monitor the effectiveness of cooperating teachers and schools.	Yearly.	Art Education Coordinator and Curriculum Committee.
<b>Goal D: The program curriculum will keep current with state and national requirements for art teaching certification and include a senior capstone to enable students to better meet their career objectives.</b>	Strategy: We will design and revise curriculum to reflect state and national requirements, offer students real world teaching experiences in K-12 schools and provide a weekly seminar which give opportunities for reflective thinking and inquiry projects.	Assessment Indicator: The achievement of this goal will be demonstrated through student assignments such as teaching portfolio, lesson plans, and inquiry project. Coordinator will ensure consistency and quality of the curriculum and keep current with state and national art education policies.	Yearly.	Art Education Coordinator and Curriculum Committee.
<b>Goal E: Pursue NASAD accreditation.</b>	Strategy: Complete NASAD accreditation study.	Assessment Indicator: The NASAD review will indicate the Department's status with regard to accreditation.	A two to three year timeline.	Faculty and NASAD accreditors.

**(II) STUDENTS AND ADVISING**

This area concerns the student population we serve, enrollment trends, advising, co-curricular activities, and preparation for life after graduation.

<b>GOALS</b>	<b>STRATEGY</b>	<b>ASSESSMENT INDICATOR</b>	<b>CYCLE/TIMEFRAME</b>	<b>RESPONSIBILITIES</b>
<b>Goal A: The Department will work to foster increased enrollment in all programs while maintaining excellence in student achievement.</b>	Strategy: The Department will generate a curriculum that blends outstanding pedagogical goals with traditional and current technologies to attract a skilled and motivated body of students.	Assessment Indicator: The Department and Recruitment Committee will monitor application/acceptance/retention numbers of students and adjust strategy accordingly.	Yearly.	Curriculum Committee, Faculty, and office staff.
	Strategy: The Department will increase awareness for the programs in the department through marketing materials, "Open House" events, art portfolio review events such as "Art Attack," and other community outreach efforts	Assessment Indicator: The Recruitment Committee and department staff will evaluate attendance, portfolio submissions, and applications for programs.	Yearly.	Recruitment Committee, office staff, and College Admissions.
	Strategy: The Department will employ a portfolio review as an admissions criterion.	Assessment Indicator: The Recruitment Committee and office staff will monitor the application process with College Admissions.	Yearly.	Recruitment Committee, office staff, and College Admissions.
<b>Goal B: The Department will continue to improve the advising and mentoring of majors.</b>	Strategy: The Department will continue to advise and mentor students according to College advising standards.	Assessment Indicator: Students will be on track in their programs of study as demonstrated through fulfillment of requirements and timely graduation. Students will be surveyed in their Senior Capstone courses to determine their satisfaction with advising and mentorship they receive at TCNJ.	Ongoing.	Faculty and Curriculum Committee.
	Strategy: A Freshman Advisor will mentor and coordinate first year students with special concern to the needs of incoming students. Strategy: An Advising Coordinator will coordinate and oversee the advising system within the department.	See above.	See above.	Ongoing.
<b>GOAL C: The Department will work to increase the number of co-curricular activities (e.g. lectures, workshops, exhibitions, and other events) related to the curriculum.</b>	Strategy: The Department will continue to develop a "Visiting Artist/Scholar" series featuring internationally acclaimed guests.	Assessment Indicators: The achievement of this goal will be indicated by attendance for the public lecture and level of student participation in the workshops.	Ongoing.	Exhibition Committee and Coordinators
	Strategy: Faculty will work with student groups, including AIGA, ASA, and Kappa Pi, to encourage the growth of arts oriented events, lectures, workshops, and exhibitions.	Assessment Indicators: The achievement of this goal will be indicated by the number and level of student participation in co-curricular activities.	Ongoing.	Faculty advisors.
<b>GOAL D: The Department will continue to advocate for student internships and professional experiences.</b>	Strategy: Through student advising, faculty will mentor students for internships and professional experiences.	Assessment Indicator: Student will be successful in internships and professional experiences including fellowships, scholarships, job training graduate school admission, and permanent employment.	Ongoing.	Faculty.
<b>Goal E: The Department will strive to keep in contact with graduates and stay apprised of their careers.</b>	Strategy: The Department will maintain a database of graduates and track their progress in their careers.	Assessment Indicator: The achievement of this goal will be indicated by the proportion of graduates tracked in the database and alumni survey.	Yearly.	Faculty and office staff.
<b>Goal F: Pursue NASAD accreditation including a self-study of Students and Advising.</b>	Strategy: Complete NASAD accreditation study.	Assessment Indicator: The NASAD review will indicate the Department's status with regard to accreditation.	A two to three year timeline.	Faculty and NASAD accreditors.

**(III) FACULTY DEVELOPMENT**

This area encompasses quality of teaching, support for teaching excellence, support for scholarship, support for service, hiring, diversity, and shared governance.

GOALS	STRATEGY	ASSESSMENT INDICATOR	CYCLE/TIMEFRAME	RESPONSIBILITIES
<b>GOAL A: The Department will continue to offer quality teaching and encourage full-time faculty to develop new courses and revise existing courses to better achieve learning goals.</b>	Strategy: The Department will support faculty to explore new methods, technologies and materials that can strengthen the quality of instruction.	Assessment Indicator: Curriculum Committee and Department will discuss course offerings.	Yearly.	Curriculum Committee and faculty.
	Strategy: Coordinators will work with adjunct and full-time faculty to ensure that their courses meet the high standard of the department and deliver consistent content.	Assessment Indicator: The quality of teaching will be evidenced by the high level of student work produced in classes and be monitored by coordinators.	Yearly.	Coordinators and faculty.
		Assessment Indicator: Sophomore Review and Senior Thesis provide evidence about the quality of student output.	Yearly.	Faculty.
<b>Goal B: Provide greater support for faculty scholarship.</b>	Strategy: The Department will continue to encourage all faculty to apply for professional opportunities.	Assessment Indicator: The number of awards and/or funding received by department faculty.	Yearly.	Faculty.
<b>Goal C: Improve faculty satisfaction and collegiality.</b>	Strategy: The Department will strive to achieve an adequate number of faculty and staff to facilitate personal and professional success.	Assessment Indicator: Faculty can reasonably manage responsibilities and professional goals within a positive and productive environment.	Yearly.	Chair and faculty.
	Strategy: The Department will monitor mentoring program for new faculty and staff and as part of the promotion and reappointment process.	Assessment Indicator: The Department Chair will monitor the ability to retain faculty members.	Case by case basis.	Hiring and Promotion/Reappointment Committee and nontenured faculty.
<b>Goal D: Enable/encourage faculty members to participate in and assume leadership roles in Department, School and College wide shared governance.</b>	Strategy: The Department will ensure there is an adequate number of faculty and staff to facilitate participation in committees and mentor junior and senior faculty about missions of different committees and their roles in the community.	Assessment Indicator: The number of faculty participating in committees in the department, School, and college-wide.	Yearly.	Faculty.
<b>Goal E: Enable faculty to participate in interdisciplinary research and teaching.</b>	Strategy: The Department will endeavor to provide adequate time and support for faculty to pursue interdisciplinary research and teaching.	Assessment Indicator: The level of faculty engagement in interdisciplinary research and teaching.	Yearly.	Curriculum Committee and faculty.
	Strategy: The Curriculum Committee will revise, evaluate, and add to Liberal Learning courses.	Assessment Indicator: The number of Liberal Learning courses in the curriculum.	Yearly.	Curriculum Committee and faculty.
<b>Goal F: Hire full-time faculty member in Graphic Design, Lens-Based, Foundations, Art Education, and Art History.</b>	Strategy: Through Line Requests, the Department will demonstrate the need for additional faculty based upon service requirements, curricular need, and low student/faculty ratio.	Assessment Indicators: The number of new hires, the resulting change within curriculum, and the resulting shift within student/faculty ratio.	Yearly.	Chair and Coordinators.
<b>Goal G: Ensure high quality adjunct faculty to teach courses and provide adjunct faculty with the necessary support to provide excellence in teaching.</b>	Strategy: The Department will generate search committees and job descriptions that reflect our standards for high quality adjuncts.	Assessment Indicator: The hiring and continued employment of qualified adjunct faculty for curriculum and their continued involvement with TCNJ functions.	Yearly.	Chair and Coordinators.
	Strategy: The Department will advocate for increased funding for adjuncts, and the ability of adjunct faculty to participate in college and departmental functions.			
	Strategy: The Department will continue mentorship through area coordinators to facilitate communication and monitor effective teaching.			
<b>Goal H: Pursue NASAD accreditation including a self-study of Faculty Development.</b>	<b>Strategy: Complete NASAD accreditation study.</b>	<b>Assessment Indicator: The NASAD review will indicate the Department's status with regard to accreditation.</b>	<b>A two to three year timeline.</b>	<b>Faculty and NASAD accreditors.</b>

#### (IV) ADMINISTRATION.

The area encompasses leadership and internal governance, staff resources, and faculty duties.

GOALS	STRATEGY	ASSESSMENT INDICATOR	CYCLE/TIMEFRAME	RESPONSIBILITIES
<b>Goal A: Provide support and training for the position of department chair.</b>	Strategy: The Department will elect a faculty member to assume the role of department chairperson. The outgoing Chair will facilitate the leadership transition.	Assessment Indicator: A smooth transition to the position of Chair and the ongoing functioning of the department.	Every three years or as needed.	Faculty, Chair, and Dean's office.
<b>Goal B: The Department will ensure that duties of the faculty are fair and administrative and service responsibilities are shared.</b>	Strategy: The Chair will monitor the selection of committees so that administrative and service responsibilities are shared.	Assessment Indicator: Faculty will report to the Committee Chairs and Department Chair that duties are reasonable and shared equitably.	Yearly.	Chair, Committee Chairs, and faculty.
<b>Goal C: Pursue NASAD accreditation including a self-study of Administration.</b>	<b>Strategy: Complete NASAD accreditation study.</b>	<b>Assessment Indicator: The NASAD review will indicate the Department's status with regard to accreditation.</b>	<b>A two to three year timeline.</b>	<b>Faculty and NASAD accreditors.</b>

#### (V) FACILITIES AND RESOURCES

The area encompasses vital function and continued maintenance of infrastructure, classrooms, resources, tools, and technology (hardware and software).

GOALS	STRATEGY	ASSESSMENT INDICATOR	CYCLE/TIMEFRAME	RESPONSIBILITIES
<b>Goal A: The Department will ensure that available facilities and equipment will support curricular and research needs.</b>	Strategies: The Chair, faculty, and staff will work with the Director of Operations and studio technicians to repair, maintain, and upgrade the facilities and equipment to fit curricular and research needs.	Assessment Indicator: The facilities and equipment will be current, functional, and accessible.	Ongoing.	School Director of Operations, Studio Technicians, faculty, and staff.

**Goal B: Ensure a safe working environment.**

Strategy: The Department will monitor safety standards and procedures (according Departmental, College, and national standards).  
Strategy: Department staff and faculty will train students in the proper use of equipment / tools / techniques and monitor related safety issues.

Assessment Indicator: Students will be tested in safety techniques and facilities will be monitored by staff to ensure proper safety is observed at all times.  
See above.

Ongoing.  
Ongoing.

Faculty and Studio Technicians.  
See above.

**Goal C: Technology including hardware and software will be current and available to support curricular and research needs.**

Strategy: To adequately prepare students for a constantly changing technological environment and support faculty research, the Department will continue to work in concert with IT to purchase and maintain hardware and software in classrooms.

Assessment Indicator: The Chair and Area Coordinators will evaluate the availability and status of technology for students and faculty.

Ongoing.

IT staff, faculty, and Studio Technicians.