

The background of the slide is a detailed, close-up photograph of various mechanical gears and watch movements. The gears are of different sizes, shapes, and materials, including metal and plastic. Some are dark and polished, while others are lighter and show signs of wear or rust. The movements are intricate, with many small components like springs, jewels, and screws visible. The overall composition is a dense, overlapping pattern of these mechanical parts, creating a complex and textured visual field.

UCF College of Arts and Humanities

Dean's Report 2021

Overview and contents

- Progress Toward Strategic Priorities
 - Relation to UCF Strategic Goals
 - College Priorities
- Administrative Outlook
- Charging On
 - Challenges
 - Looking to the Future/Goals

Outlook in 2016

When I accepted the position of dean, UCF was in a position of great stability: UCF's leadership hadn't changed in 25 years and the economic outlook was good. At the College of Arts and Humanities, I inherited reliable operational systems, a dedicated staff and high-quality programs with strong faculty.

We also had opportunities, including:

- prioritizing technology in teaching, research and processes
- more formally valuing and encouraging interdisciplinary and transdisciplinary activity
- facilities for both the arts and humanities were sub par
- staffing was uneven across the departments
- faculty across the college were not compensated equitably for administrative roles
- marketing and advancement needed bolstering

Notable Areas of Progress

- Foundation attainment increased from \$1.8 million/year (FY12-15 avg.) to \$2.7 million/year (FY16-20 avg.).
- Research has made substantial gains in funding, collaboration and impact; expansion of Center for Humanities and Digital Research is underway.
- Academic successes – CAH contributed to UCF meeting 4-year graduation rate and FTIC retention rate goals
- New Themed Experience MFA track is in year two and MS degree approved and recruiting for fall 2021 class
- Reorganization of area studies has strengthened departments and programs
- Performing Arts Center Phase 2 is approved by BOG for CIP funding; currently in RFP process for architect.

Alignment with UCF's Strategic Plan (1)

- Increase student access, success, and prominence
 - First-year retention rates increased from 88.0% of the 15-16 cohort to 89.9% of the 19-20 cohort
 - Four-year graduation rates increased from 41.50% (12-13 cohort) to 56.70% (16-17 cohort)
- Strengthen our faculty and staff
 - 62.75% of CAH faculty are tenured or tenure-earning
 - Increased the number of endowed professorships from one to three
- Grow our graduate and research programs
 - Research awards increased from \$603,144 in FY 16 to 1,613,618 in FY 21
 - Increased our graduate student headcount from 353 (fall 16) to 428 (fall 20)

Alignment with UCF's Strategic Plan (2)

- Create community impact through partnerships
 - 2018 Community Challenge Initiative winner Florida Prison Education Project has donated 10,000 books to prison libraries, has taught 20 classes to 255 students at 3 prisons, and is expanding to 3 more prisons in spring 2021
 - CAH leads in alumni participation, engaging alumni from the college through events, mentorship programming and fundraising efforts, resulting in the college being #3 in annual giving and #2 overall for fundraising in 2020
- Lead innovation in higher education
 - CAH online programs have received campus-wide the highest number of state-conferred “High Quality” or “Quality” designations
 - Foundation attainment increased from \$1.8 million/year (FY12-15 avg.) to \$2.7 million/year (FY16-20 avg.)

CAH's Strategic Goals

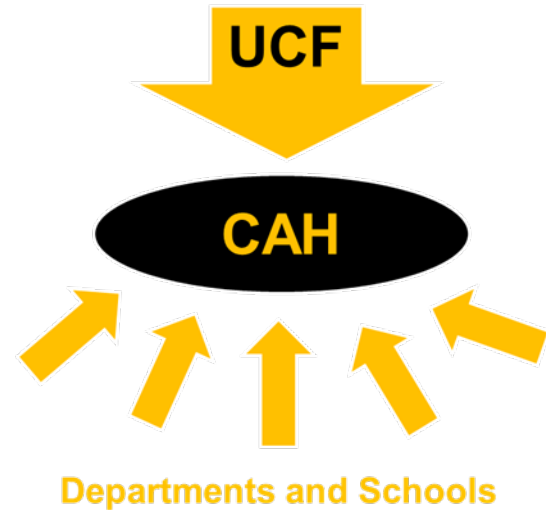
When the Collective Impact Strategic Plan was rolled out, we studied it to see where CAH could have the most impact. In 2016, I set these goals for the college to align with the plan:

- Foster an environment that encourages cross-disciplinary collaborations and activity.
- Champion diversity and inclusion; diverse viewpoints strengthen decisions and inspire innovation.
- Identify and expand distinguished undergraduate and graduate programs to increase their prominence and enrollment.
- Provide positive, high-impact student experiences that grant all students, faculty and staff opportunities to access the arts and humanities.
- By leveraging partnerships, be in and of our community, creating a positive impact on lives and livelihoods, underscoring the value of a liberal arts education and the importance of lifelong learning.
- Provide opportunities to strengthen the research and educational missions of the university.
- Construct a technology-rich arts center with flexible, state-of-the-art spaces that will allow for traditional and innovative performances.
- Increase annual giving and major gifts, in number of donors and dollars.

Strategy Extends Into Departments

Additionally, each department was asked to make a strategic plan that would help inform how they could best help CAH and UCF reach their goals toward helping the university achieve “preeminent” status.

- Interdisciplinary activity was made a priority and departments/schools were asked to rewrite AESPs to include interdisciplinary/collaborative language.
- Our goal to foster interdisciplinary activity is not driven by the strategic plan; it is included in the plan because it is essential to the success of the university, our faculty members, and students.
- Intentionally delayed implementation of department strategic plans to accommodate multiple program reviews.



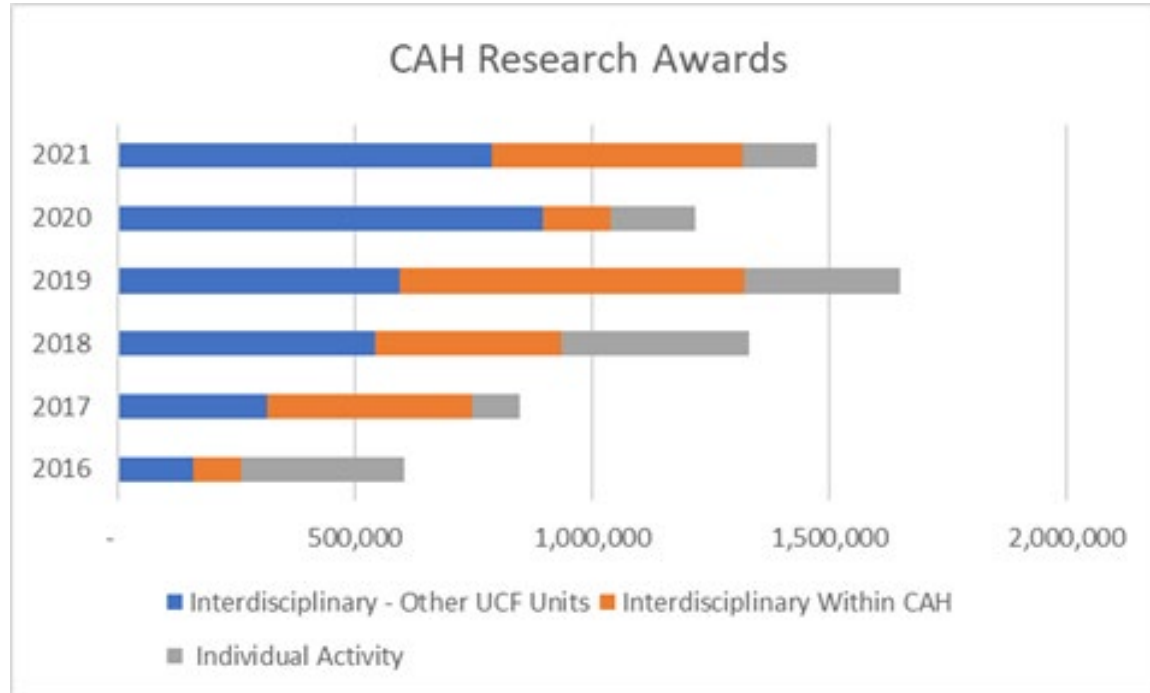


Foster an environment that encourages cross-disciplinary collaborations and activity.

Emphasis on Cross-Disciplinary Activity

- Updated P&T process to give credit to co-authored work where input from multiple disciplines was necessary
- Reinforced the Center for Humanities and Digital Research to accommodate large-scale projects
- Reorganization of Area Studies has resulted in cost and administrative efficiencies, and created unique activities and opportunities, such as:
 - *Marching Forward* film and ZORA! Festival programming
 - Judaic studies collaboration with FIEA on educational video game
 - Holocaust Center collaboration
 - Tess Weiss endowment in Judaic Studies
- Featured interdisciplinary events like the Big Read, Middle Passage, and Hans Zimmer/Kip Thorne concert at UCF Celebrates the Arts and interdisciplinary conferences like HASTAC, ELO, and ACM HT
- Hosting the annual \$25,000 Pabst Steinmetz Awards to support interdisciplinary Arts and Wellness research projects

Growth in Interdisciplinary Research Awards



Interdisciplinary Approach to Teaching

- Creation of new interdisciplinary minors and certificates (i.e. editing & publishing certificate in English has History faculty; pre-law minor; Digital Humanities minor)
- Newly approved MS in Themed Experience includes restricted elective courses from several colleges (Rosen, CECS)
- Internal Award from OR for Learning Assistants for GEP Courses in Interdisciplinary Areas (History/Pol Sci/Anthro)

A woman with long brown hair, wearing a blue ruffled top, is seen from behind, looking at a display wall. Another woman with blonde hair is partially visible next to her. The display wall is covered with numerous small photographs and text cards. The photos depict various people in professional and social settings. The text cards are small and white, with some containing legible text like 'ADVIS' and 'WELLNESS'. The overall scene suggests a corporate or organizational event focused on diversity and inclusion.

**Champion diversity and inclusion;
diverse viewpoints strengthen
decisions and inspire innovation.**

CAH strives for an environment of diversity, inclusion, equity and representation (DIER). Our disciplines house the answers to why these issues are important to everyone and how society can improve in these areas – an educational need for students in all disciplines.

All units in our college are committed to DIER through action; a few examples include:

- History's collaboration with COS to host the teach-in on Social Justice last summer.
- Sponsorship of Hispanic Heritage Month, support of Hispanic representation in Orlando Shakes schedule
- ZORA! Festival sponsor and partner since its inception 31 years ago
- WGST SLAM program encouraging girls into STEM careers
- CREATE's technology-focused camps and after-school programs for students at the ACE school.
- Gallery exhibitions featuring the work of BIPOC artists and the issues they choose to address in their work
- Theatre UCF programming new play readings centered around themes of social justice
- English partnering with alumni to host readings featuring Black writers
- Talks and speaker series dedicated to diverse voices: Texts & Technology, John T. Washington lecture series, English, Writing & Rhetoric, etc.

In addition to outreach and teaching, the college has also made strides towards being more diverse and inclusive itself:

- In 2016 and 2017, CAH's percentages of underrepresented faculty new hires were twice that of UCF as a whole: 18.2% vs. 9.0% (2016) and 38.5% vs. 18.3 % (2017). From 2016-2020, CAH's average percentage of underrepresented faculty new hires was over 17% vs. 12% at UCF.
- Several departments have adopted diversity and inclusion action plans
- Texts & Technology reevaluated its core reading list to better reflect inclusive values and theoretical frameworks.
- CAH Alumni Chapter Board of volunteers includes alumni from diverse backgrounds, majors and career fields, with 73% of members being women and/or minorities.
- The CAH Leadership Book Club read *White Fragility* and *How to be an Anti-Racist* in summer 2020.

Do we have room for improvement? Yes, and that will always be the case. We continually look for ways to be better. ***The importance of this goal has become even more evident in the past few months.***

A photograph of a classroom setting with several students seated at desks. In the foreground, a young woman with vibrant pink hair and rainbow-colored glasses is looking down at a laptop. She is wearing a white lace-trimmed top and a beaded bracelet. Behind her, a blonde woman is also looking at a laptop. In the background, a man with a beard is resting his chin on his hand, and another man and woman are looking towards the right. A red and white striped cup is visible on the desk to the right.

**Identify and expand distinguished
undergraduate and graduate programs to
increase their prominence and enrollment.**

New Undergraduate Programs & Tracks

- Revised Degree Programs and New Tracks
 - Emerging Media BFA: Experimental Animation track, Character Animation track, and Graphic Design track (2018-2019)
- New Minor
 - Applied Linguistics Minor (scheduled for 2021-2022)
- New Certificates
 - Spanish for Social Workers Certificate (2018-2019)
 - Spanish for Tourism Certificate (2018-2019)
 - Editing and Publishing Certificate (2018-2019)
 - French Translation and Interpretation Certificate (2019-2020)
 - Interfaith Dialogue Certificate (2020-2021)
 - Brazilian Studies Certificate (scheduled for 2021-2022)
 - Russian as a Critical Language Certificate (scheduled for 2021-2022)



New Graduate Programs & Tracks

- New Tracks/Specializations within Degree Programs
 - Theatre MFA, Themed Experience track (2019-2020)
 - Emerging Media MFA, Animation & Visual Effects (2017-2018)
 - Texts & Technology, Editing, Publishing, and Interdisciplinary Curating specialization (2019-2020)
- New Programs
 - Themed Experience M.S. (scheduled for 2021-2022)

Actions taken to identify and support growth

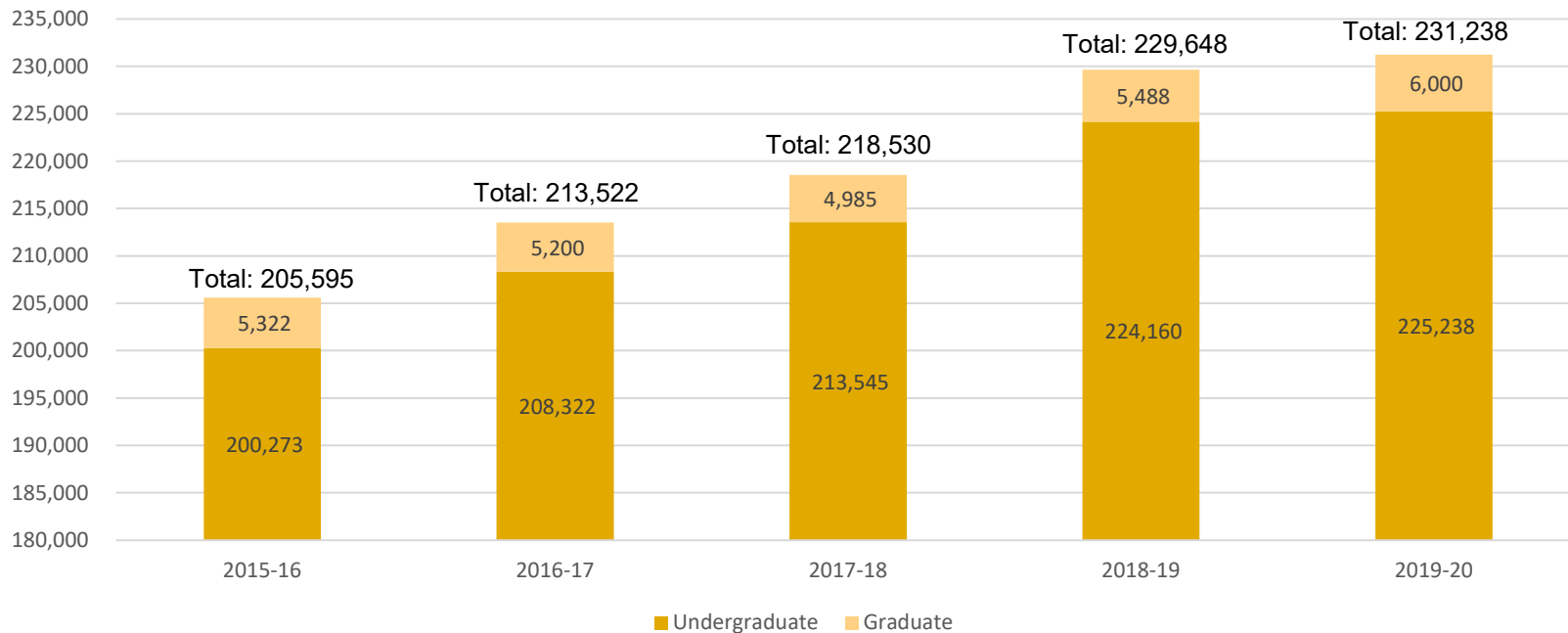
- Reviewed all degree programs and revised catalog copy, including plans of study for each program to ensure efficient progress to graduation. GEP courses identified for each foundation area and incorporated into majors' four-year plans of study.
- CAHSA advising; Pegasus Path implementation helps with demand, waitlist, low enrollment reports
- Increased emphasis on building and delivering an efficient academic schedule that is responsive to students' needs and fosters retention and timely graduation rates.
- Investment of resources to develop graduate programs support team
- Investment of faculty lines in the Performing Arts and Digital Media as programs of prominence
- Persistence through the pandemic to ensure timely approvals for MS

Themed Experience MFA and M.S.

- Recognizing one of Central Florida's largest industries, Themed Experience, we identified an opportunity to be a world leader in this new (to academia) discipline. This area emerged as an opportunity for one of the Pillars of Excellence for UCF with previous executive leadership.
 - Program supports the move towards interdisciplinary efforts in CAH and the world.
 - Complements existing programs in Rosen, CECS, NSCM, SVAD, and SPA
 - Codifies a pipeline into an industry where many of our students are already working after leaving UCF, and better prepares them to lead in that industry
 - Fills a need for creative leaders in a growing \$44.8B industry
 - Approximately 1/3 of job openings are in Central Florida
- First MFA class started in fall 2019; 33% acceptance rate
 - Acceptance percentage was 30%, essentially the same, for the fall 2020 cohort despite the uncertainties created by the pandemic.

CAH SCH Production

Teaching up by 8.3% since 2016



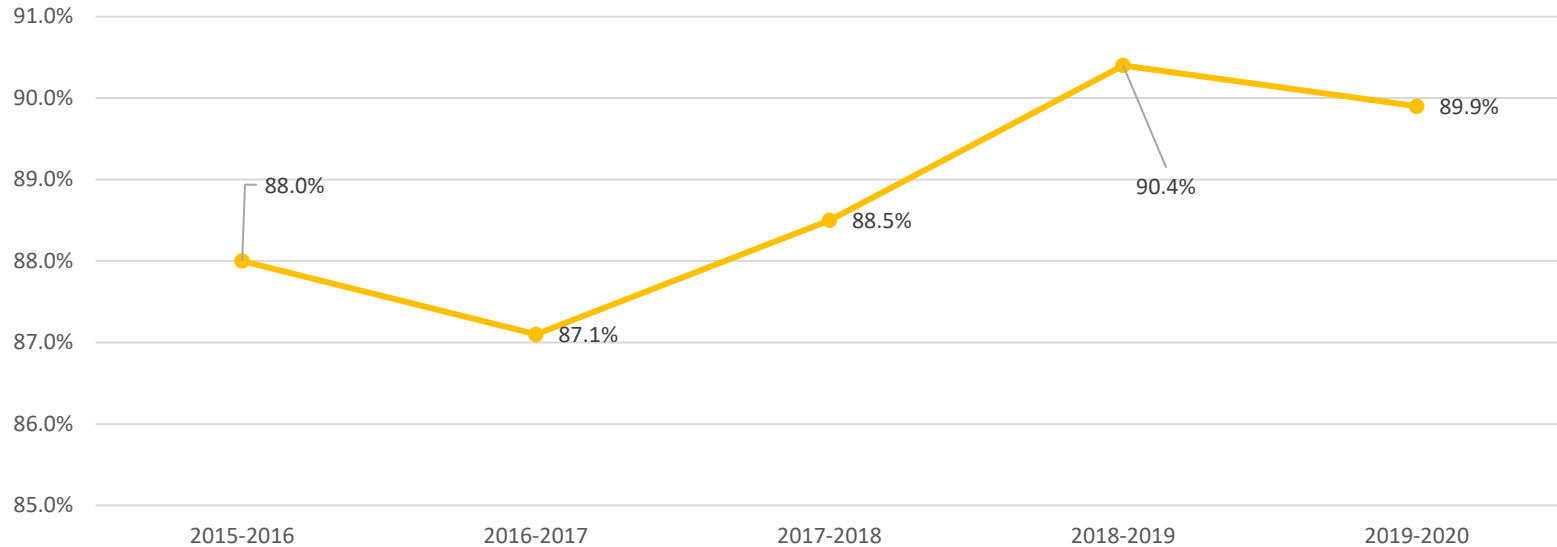
A wide-angle photograph of a grand theater interior. The stage is lit with a deep blue light, and a group of performers is visible. The audience is seated in multiple tiers, filling the large hall. The architecture features high ceilings with exposed structural elements and warm lighting. The text is overlaid on the bottom half of the image.

**Provide positive, high-impact student experiences
that grant to all students, faculty and staff
opportunities to access the arts and humanities.**

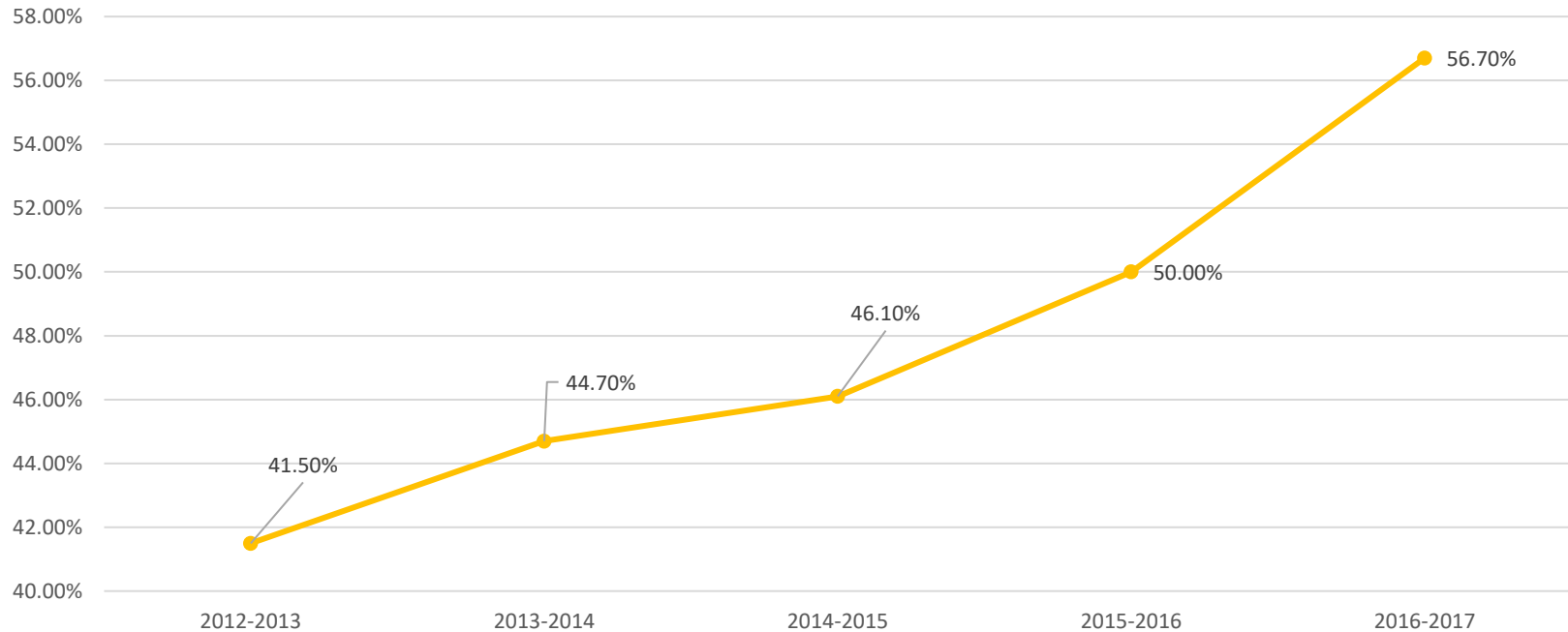
Examples of impactful practices

- The annual UCF Celebrates the Arts festival, now seven years old, continues to provide professional-quality performance experiences to students in the performing arts.
- Study abroad programs supported in all departments, and emphasized in Modern Languages and Literatures
- Pegasus Path implementation & advising
- Activities like Ethics Bowl, University Writing Center mentoring, Kennedy Center/American College Theatre Festival, Limbitless internships, Veterans History Project

CAH FTIC Retention Rates



CAH Four Year Graduation Rates





By leveraging partnerships, be in and of our community, creating positive impact on lives and livelihoods, underscoring the value of a liberal arts education, and demonstrating the importance of lifelong learning.

Impact on Community: Leaders' Words

“UCF is home to the only Masters of Fine Arts program in Theatre for Young Audiences (TYA) that partners with a professional theatre. Graduate students learn the daily practice of arts program administration by working onsite at the theatre, while also keeping our work on top of the latest research and academic trends in the field.... Committed to both the growth of the MFA TYA program and the growth of Orlando REP, Dean Moore advocated for continued programmatic support during the COVID-19 pandemic and has helped keep our ship steady in stormy seas.”
Chris Brown, Executive Director, Orlando Repertory Theatre

“Dean Jeff Moore and UCF are instrumental forces in our community and are ardent supporters and advocates of arts and culture in Central Florida.... UCF collaborated on [the Career Pathways program] curriculum at Evans High School, providing students with an opportunity to explore and become certified in a host of back of house creative skills, expanding their employment opportunities when they leave high school, as well as establishing college goals to encourage higher education. Dean Moore was essential in this collaboration, and his continued active and engaging participation on the United Arts Board of Directors demonstrates the paramount importance UCF places on the greater arts community in Central Florida.” *Brendan Lynch, Chair of the Board of Directors, United Arts*

Impact on Community: Leaders' Words

"[Dean Moore's] insights about the arts and how Orange County can support our arts community have helped us make decisions and form policy to support our arts infrastructure." *Terry Olson, Orange County Arts & Cultural Affairs*

"Dean Moore has always been an enthusiastic supporter of the strategic partnership with Orlando Shakes. In the last five years, he was instrumental in doubling our MFA cohort size from six to twelve actors completing their third-year internship at Orlando Shakes. Additionally, his support of Playfest, the Signature Series, annual Gala and serving on the Board of Directors have helped bring our community, our students and our faculty professional high-quality art to Central Florida." *Jim Helsinger, Artistic Director, Orlando Shakes*

"Jeff Moore...has been invaluable in his service to the Atlantic Center for the Arts, continuing and expanding opportunities between our two institutions. Over this past year, he has taken a proactive role in sharing information regarding Nonprofit Board Leadership during COVID that has been pertinent to ACA's decisions regarding scenario-planning, resources, and budget-planning. Dean Moore is an innovative thinker committed to his role as a member of the ACA Board of Trustees and the value of collaborative partnership." *Nancy Lowden Norman, Executive Director, Atlantic Center for the Arts*

Impact on Community:

Atlantic Center for the Arts Case Study

- ACA Board of Trustees has representation by Jeff Moore and the Jenkins Distinguished Scholar in Community Arts and Associate Professor of Studio Art Kevin Haran
- Over 75 Pulitzer-Prize and award-winning artists have presented to UCF student classes through our Mentoring Artist Residency Program
- A residency opportunity is encouraged by Dean Moore, with all fees waived by ACA for UCF alumni, faculty, adjuncts, staff and students who are selected to participate in ACA's residency program
- ACA provides time and space for UCF classes/retreats
- Dean Moore provides the opportunity for ACA participation yearly at department head meetings; this resulted in Michael Wainstein of the UCF School of Performing Arts to hold a faculty retreat for 100 at ACA in 2019
- UCF provides judges for ACA's IMAGES: A Festival of the Arts
- Internship opportunities for students
- Encouraged ACA to apply for an "Innovation Award" in Arts & Wellness in 2018 from the Pabst Steinmetz Foundation in a partnership with ACA's Community Programming department; were awarded this grant in partnership between the NEA Big Read and ACA's Creative Caregiving program, led by UCF professors Keri Watson, Julia Listengarten, Christopher Niess, ACA ambassadors Vicki Gross and Ashlee Hughes (MT-BC), with research measures by UCF professors Luciana Garbayo and Loretta Forlaw.
- Flying Horse Press collaboration with ACA Mentoring Artists Will Cotton, Gregory Amenoff and James Siena
- Present an annual "Flying Horse Press" exhibition at ACA
- Encourage professors to nominate students for ACA's annual University Student Exhibition

Impact Through Partnership: Examples

- UCF's long partnership with the ZORA! Festival was highlighted in 2019 with year-long activity from CAH. Activities included hosting the CAAR conference, a scholar-in-residence, and a visit to campus from author Alice Walker.
- The CAH Alumni Chapter has hosted collaborative events with Orlando Museum of Art (Eclectic Knights), Orlando Shakes, Snap! Orlando, Dr. Phillips Center for the Performing Arts (UCF Celebrates the Arts), CityArts | Downtown Arts District

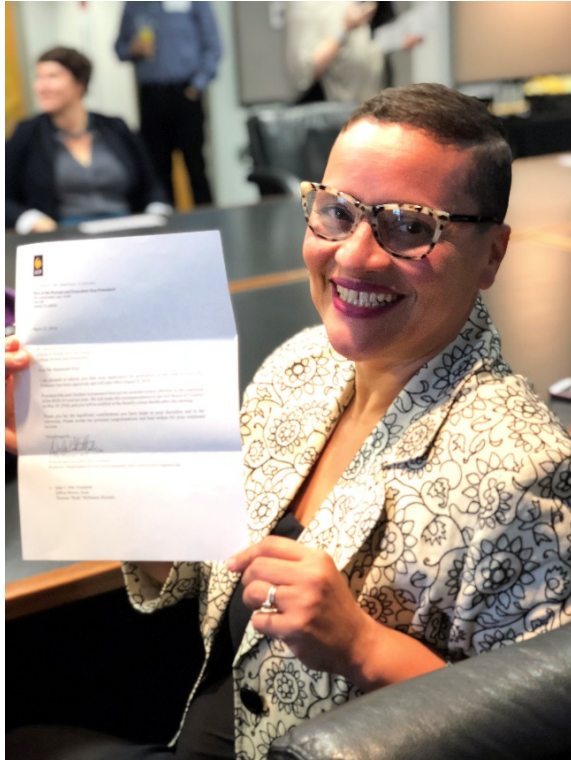


Impact Through Partnership: Examples

- The Veterans' Legacy Program in partnership with the National Cemetery Associate harnesses the strengths of UCF's history department to preserve and make accessible the stories of veterans while providing experience to students.
- CREATE and partner Page 15 were "Granted by Disney" to provide K-8 workshops, summer camps and afterschool programs that promote literacy and writing skills through creative activity.
- In the Spanish 4 Children's Wellness program, UCF student volunteers teach Spanish to preschool children via play, providing real-world experience to the university students and positive role models to the kids.



**Provide opportunities to strengthen
the research and educational
missions of the university.**



2016-20 Promotion and Tenure

- 19 Associate Professor/Tenure
- 15 Professor
- 18 Associate Instructor/Lecturer
- 10 Senior Instructor/Lecturer

Faculty Awards

CAH faculty have been encouraged to reach for high goals, which has resulted in them receiving recognition like COACHE, Luminary and Women of Distinction Awards. The college has also welcomed two new Trustee chairs and two new Pegasus Professors.

2016-2020 Incentive Awards

- 49 TIP
- 41 RIA
- 5 SoTL

2016-2020 Scroll & Quill: 16

2016-2020 Faculty Emeritus: 6

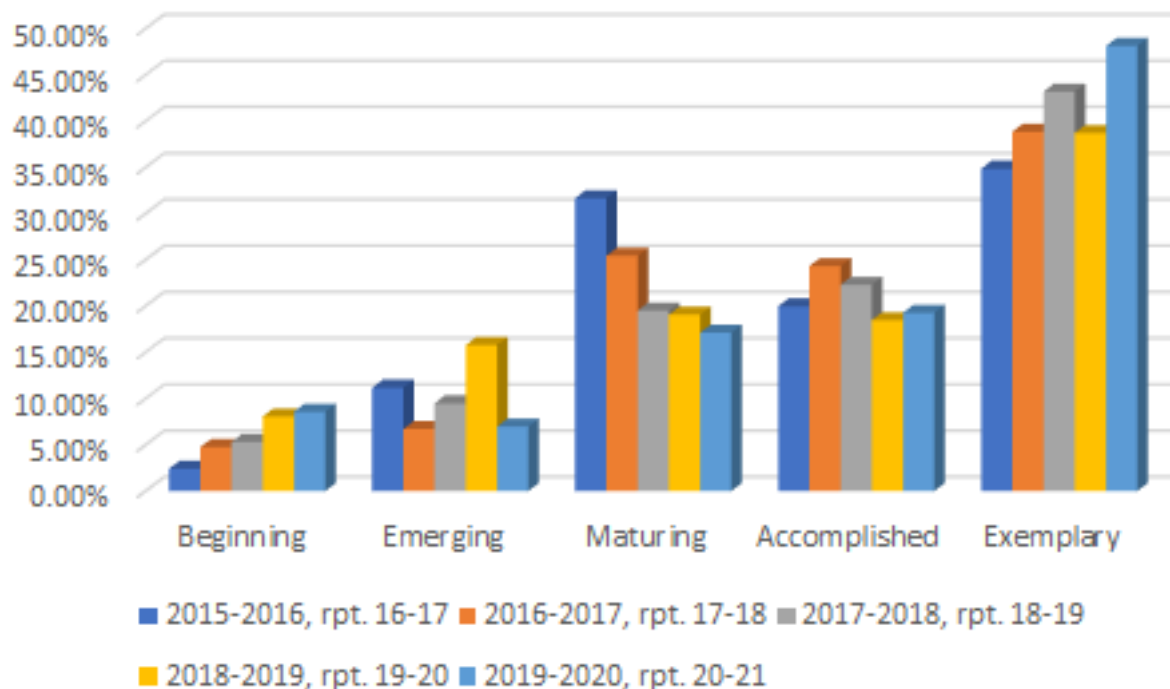
2016-2020 Excellence Awards

- 16 Undergraduate Teaching
- 3 Graduate Teaching
- 4 Research
- 6 Professional Service
- 4 Faculty Advising

CAH Assessment Highlights

- CAH always exceeds university averages in “exemplary” report categories.
- Annual trainings conducted for assessment.
- Associate dean is UAC chair. Instrumental in reducing numbers of outcomes (approved in spring 2020 for implementation in fall 2020) for undergraduate programs from 8 to a minimum of 3 to focus around the university on quality, academic learning compact elements and efficiency in planning and reporting.

CAH Assessment Ratings



CAH Assessment Results Compared to UCF

CAH is always above UCF averages in the exemplary category; we are usually lower than UCF averages in the beginning category.

	CAH/ UCF	Beginning		Emerging		Maturing		Accomplished		Exemplary		Total CAH Programs
2015- 16, rpt 16- 17	CAH	0	0%	2	4.35%	16	34.78 %	8	17.39 %	20	43.48%	46
	UCF	9	2.39%	42	11.17 %	119	31.65 %	75	19.95 %	131	34.84%	376
2016- 17, rpt 17- 18	CAH	1	2.22%	1	2.22%	9	20%	9	20%	25	55.56%	45
	UCF	17	4.75%	24	6.7%	91	25.42 %	87	24.30 %	139	38.83%	358
2017- 18, rpt 18- 19	CAH	1	2.22%	4	8.89%	6	13.33 %	6	13.33 %	28	62.22%	45
	UCF	19	5.29%	34	9.47%	70	19.50 %	80	22.28 %	155	43.18%	359
2018- 19, rpt 19- 20	CAH	6	13.04 %	3	6.52%	7	15.22 %	8	17.39 %	22	47.83%	46
	UCF	27	8.04%	53	15.77 %	64	19.05 %	62	18.45 %	130	38.69%	336/337

Info and Training Sessions for Faculty

- These sessions, originally part of Faculty Excellence's Assistant Professor Excellence Program (APEP), continue with **CAH expanded programming** after Faculty Excellence discontinued APEP. Beginning 2017-18, CAH opened its programming in fall and spring terms to all CAH faculty.
- All sessions include faculty and/or administrative facilitators such as faculty recently tenured and/or promoted, recent award-winning faculty (RIA, TIP, SoTL, Excellence Awards), Chairs and Directors in CAH, and FCTL facilitators for teaching excellence meetings.
- CAH sessions were also open to College of Health and Public Affairs faculty, rendering the program inter-college faculty excellence programming, and offered to CHP by CAH at the request of the Interim Dean of CHP.

Info and Training Sessions for Faculty

Workshops	2016-17	2017-18	2018-19	2019-20
Promotion/Tenure	2 sessions	2 sessions	1 session	2 sessions
Research Funding	1 session	1 session	2 sessions	2 sessions
Annual Reports (FAR), including CPE	1 session	1 session	1 session	Upcoming in '21
Excellence in Teaching, including award programs	1 session	1 session	1 session	2 sessions
New Faculty Hired	20	35	39	30

CAH Funded Research Activity

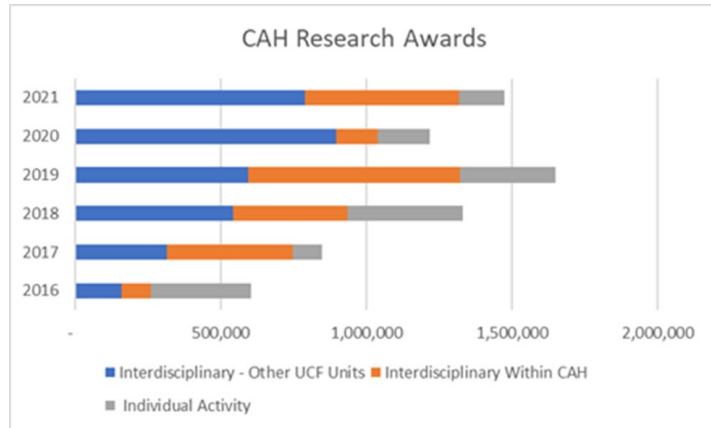
	FY16	FY17	FY18	FY19	FY20	FY21*
Number of Proposals	37	45	46	58	42	22
Dollar Credit for Proposals	\$7,255,566	\$111,187,812	\$6,369,316	\$9,625,509	\$4,799,363	\$3,389,204
Total Proposal Involvement	\$14,106,307	\$120,339,361	\$14,606,824	\$52,824,596	\$12,332,801	\$22,709,976
Number of Awards	16	15	26	25	22	13
Dollar Amount of Awards	\$603,144	\$846,579	\$1,331,469	\$1,650,488	\$1,218,732	\$1,474,976
Total Award Involvement	\$1,104,261	\$3,204,867	\$2,516,968	\$2,381,403	\$4,635,143	\$2,839,360

*FY21 numbers as of January 2021.

Strengthening Research

Actions taken to strengthen research:

- Invested in 4 research studies conducted by Hanover Research to aid in strategic planning for program investment, research expansion and alumni opportunities
- Three new staff hires to support research
- Regular research training/workshops for faculty
- Journal management has been consolidated under CHDR



Resulting in:

- Steady rise in number of awards and dollars received
- Increase in collaborative activity
- Increasing number of faculty applying for funded research opportunities as a result of attending research-related workshops
- Researchers consistently being awarded internal seed funding

CAH Research Raw Data, 2016-2021

	Interdisciplinary - Other UCF Units	Interdisciplinary Within CAH	Individual Activity	Total Awards
2016	\$160,338	\$99,537	\$343,269	\$603,144
2017	\$315,698	\$430,558	\$100,323	\$846,579
2018	\$544,301	\$392,093	\$395,075	\$1,331,469
2019	\$593,376	\$727,558	\$329,554	\$1,650,488
2020	\$895,661	\$144,102	\$178,969	\$1,218,732
2021	\$789,279	\$528,737	\$156,960	\$1,474,976

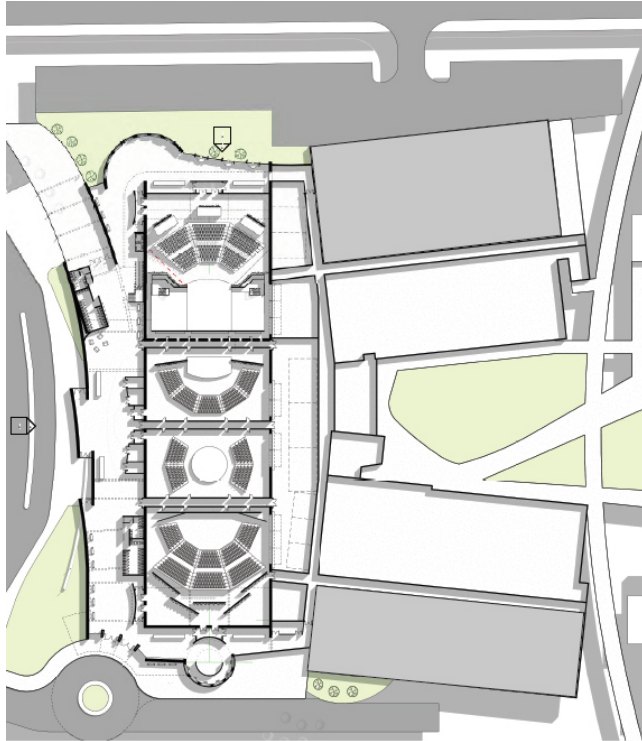
CAH Published/Presented Research



Construct a technology-rich arts center with flexible, state-of-the-art spaces that will allow for traditional and innovative performances.



Arts 2 Phase 2 (PAC2)



- Building Plan has been generated.
- Approved by UCF Facilities
- Approved by BOT Facilities Planning and Construction Committee
- Approved by BOT as part of the UCF Capital Improvement Plan
- State BOG approved UCF CIP in June 2020
- RFP being prepared with architect to start design process in July 2021



**Increase annual giving and major gifts,
in number of donors and dollars.**

Advancing in Advancement

- Built an alumni college program, which included developing an alumni chapter and engagement programs for the college.
- Strengthened external advisory board to better support philanthropy and college needs.
- In the last 5 years, the college raised over \$13.8 million.
- The college's annual fundraising average over the last 5 years has increased to \$2.7 million. *(CAH's previous 5-year average was \$1.8 million.)*
- FY20 was the highest fundraising year within the last 10 years for the college.
- In 2019, CAH received the largest philanthropic gift in its history, a \$5.1M gift of art from a private donor that is eligible for sale in 3 years.
- Significant financial commitment secured in support of the Young Composers Challenge.
- Secured multiple significant gifts for the School of Visual Arts and Design.
- Completed fundraising for the Al Ghazali Professorship and Endowment for Islamic Studies.
- Ranked in top 3 colleges for Total Annual Giving from 2017-19
- Ranked in the top 3 colleges for Unique Annual Donors from 2017-20

Dean's Executive Council



- Since 2016, giving participation has increased from about 50% participation to 81%
- The Dean's Executive Council annual average giving increased from \$3,517/annually (2011-2015) to \$377,210/annually (2016-2020).
- Twelve faculty members and five students have presented their work at the meetings, held three times per year.

New Endowed Funds

Since January 2017, CAH has added endowed funds totaling **\$2.56 million**:

- Roberta and Howard Brunet Endowed Scholarship (Music)
- José A. and Nelia Fernández Scholarship (Music)
- Julia Rosengren Endowed Fund (Modern Languages)
- Branen Band Endowed Scholarship (Marching Knights)
- Stephen H. Goldman Endowed Fund (Music)
- The Al Ghazali Endowed Distinguished Professorship Islamic Studies
- Electronic Arts Scholarship (*now COS*)
- Theatre and Women's Studies Excellence Fund (Theatre and Humanities)
- Islamic Studies Endowed Fund (pending)



A Leader in Alumni Engagement

CAH has become a leader in alumni engagement, acting as a model for the university. The chapter hosts well-attended alumni events, alumni webinars and other collaborative events related to programming across the college.



- In 2017, CAH created its first college-wide Alumni Chapter Board
- 17 alumni board members represent all disciplines in the college
- 73% are women and underrepresented groups
- Engaged over 19,700 alumni from the college through events, webinars, mentorship programming and fundraising efforts.

CASE Award for Celebrates the Arts



“The inclusion of students made this event stand out among other entries. Giving students a spotlight, while they also worked inside the larger picture of the event, provided invaluable experience. Collateral materials displayed for this event were creative and appealing to the eye—clearly UCF knows its audience. **A great deal of collaboration, partnership, and community was needed to make this event successful, and they met the mark.** Thoughtful stewardship of donors added to the chance for growth with this event.” *Council for Advancement and Support of Education, 2020*

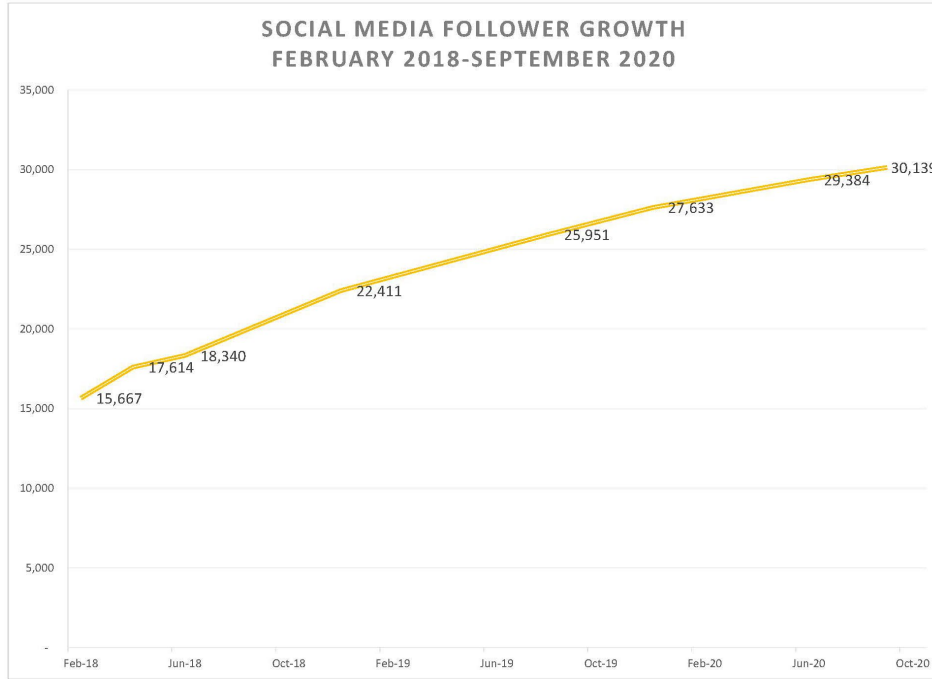
Marketing and Communications

In 2016, CAH was lacking a cohesive marketing team and plan. I hired the college's first marketing director to form a team that would complement our advancement plans. CAH's marketing team is now resourced on par with other UCF units and equipped to handle CAH's unique demands.



- Works closely with advancement for annual giving campaigns and major gift needs
- Integral in planning and execution of public events, including UCF Celebrates the Arts, NEA Big Read, UCF Gallery, Theatre UCF and virtual events
- Council of staff across CAH departments encourages internal information flow
- Produces annual college report
- Redesigned eight department websites, eleven centers/initiatives, seven research/journal sites and the CAH news feed
- Has created a library of video and photo assets for use in recruitment, public relations and publications

Social media numbers



CAH has doubled followers across CAH Marketing-curated accounts since February 2018. Content is being produced for Facebook, Twitter, Instagram and YouTube to engage different audiences, including students, alumni, arts patrons, faculty, and prospective students.

Administrative Outlook



Budgeting Process

The College of Arts and Humanities has always strived for the most efficient and effective ways to utilize our financial resources.

The budget allocation to the college is strategically and methodically reviewed. Factors such as student waitlists, graduation rates, and faculty/student ratios are carefully considered and analyzed before making allocation decisions.

Progress in Budgeting

- From 2016-2020, E&G budget allocation increased 9% (includes raises, faculty promotions and awards)
 - In FY2021, we are preparing for a budget cut.
- Standardized tracking worksheets across college, resulting in ability to efficiently provide a budget snapshot to departments and administration.
- Monthly and quarterly meetings with dean's office and departmental staff provide mentoring and tools for staff to assist them with their job responsibilities. It has also created opportunities to share ideas and problem across college units.
- Provide trainings and workshops as needed, to help enhance CAH staff skills and enhance the staff's work environment.
- Streamlined activities to reallocate resources (reorg of area studies).
- In the process of leveling faculty administrative titles and compensation across CAH units to create a standard within the college.

Progress in Facilities

- Moving departments, programs and centers into Trevor Colbourn Hall was a multi-year logistical process that impacted workflow, budget, personnel, IT and more.
- A new kiln and HVAC system in the Visual Arts Building provide a safe environment for art students, faculty and staff.
- Updates to the UCF Art Gallery vault and exhibition spaces more efficiently store the art collection and better accommodate patrons.
- New spaces for Flying Horse Editions and CREATE have improved ease of public access.
- CAH assisted with the planning for the transition of units to UCF Downtown

Personnel: Faculty

Total faculty AY 20/21: 298

- 9-month faculty: 271
- 12-month faculty: 27
- Tenured Faculty: 127
- Tenure-Earning Faculty: 60
- Non-Tenure Earning Faculty: 111

From 2016-2020, total faculty increased 7.5%

- 9-month faculty increased 9%
- Total new hires: 116
- Diversity increased 19%



Personnel: Staff



Total staff in 2020: 87

- A&P: 52
- USPS: 35

Between 2016 and 2020, staff have been reorganized for efficiency.

The CAH staff now work as a more cohesive group with a common goal of providing the best service for our students.

Leadership Roles Served

- Metric Leader for Collective Impact Strategic Plan
- Search committee chair for VP Information Technology
- Provost's Insights Advisory Group chair
- UCF representative on the United Arts Board; Orange County Arts Advisory Committee
- Primary liaison for UCF in ongoing negotiations with Dr. Phillips Performing Arts Center
- Member of UCF IT Strategic Governance Committee; Urban Innovation and New Media Task Force
- Dean's Review Committee Co-chair for Deans German and Sole
- Facilitator and presenter at Institute of Academic Leadership for State of Florida
- Hosted sessions for COVID-related arts issues for the Council of Colleges of Arts and Sciences
- ICFAD's Equity, Diversity, Inclusion and Belonging committee member
- President of Florida Higher Education Arts Network



Charging on

A Brief Look Behind Us

In the past five years, CAH has faced some unique scenarios. Before looking forward, I would like to take a brief look back to review some of these challenges and how they have been addressed.

These challenges are either unique to CAH as compared to the rest of the university or were unique to the last five years compared to what previous people in my position have faced.

I do not expect any of these challenges to reoccur in the next five years – at least I certainly hope not!

Challenge: Administrative Change

Since 2015, UCF has had four presidents and three provosts, as well as leadership/structural changes to UCF IT, F&A, Undergraduate Studies, UCF Connect, UCF Global and others. Units within our college – WUCF FM and Nicholson School of Communication and Media – have also been restructured. Additionally, we have seen changes to administrative processes: catalog, budget, IT and more.

Recognizing that faculty and staff need to retain a sense of security, my strategy for CAH has been to maintain stable leadership, consistent messaging, and clear strategic goals. Not only has CAH maintained its momentum we have continued to grow in student credit hours, fundraising and research dollars.

Challenge: Trevor Colbourn Hall



In addition to the controversy surrounding TCH funding, the construction timeline forced the building's residents to move prior to the facility being instruction-ready.

CAH dedicated many resources to and increased communication between affected departments, Facilities & Safety, OIR, and other UCF units to resolve the issues.

TCH has moved beyond its less-than-optimal beginnings and is now an effective teaching and administrative space.

Challenge: NSCM Reorganization

The reorganization of NSCM was disappointing, and had a significant financial, curricular, staffing, and emotional impact on CAH.

Significant leadership time went into creating a successful intercollege school, in collaboration with leadership of the College of Sciences and Nicholson School. Curricula in CAH were interwoven with faculty from the school – particularly between digital media and the college's Texts and Technology PhD program.

While the final outcome was not what CAH had planned, the energy put into the school allowed for a smooth transfer and has set it up for success.



Challenge: COVID-19

COVID-19 has caused potential disruption to enrollment, fundraising, budget, research projects, program assessment and SPOIs, community engagement, faculty promotion progress – essentially all activities.

CAH took special measures to combat these disruptions:

- Scheduled a more substantial F2F program for every GEP course in college (25% CAH compared to 11% UCF)
- Developed unique responses to the challenges of performing arts events, holding ensemble and high-risk activities in places like parking garages.
- Implemented fundraising campaigns for special equipment, like singer's masks, to ensure safety of music students and faculty.
- Created a college system for tracking visitors for possible contact.
- Pivoted quickly to virtual events to substitute for canceled performances and talks (NEA Big Read went all-virtual for the entire month of April 2020).

Looking to the Future

CAH's plan is to maintain its current direction until further updates from the president and provost. That said, we have some clear priorities for the next five years. These include:

- Sustain and strengthen current partnerships while seeking additional opportunities in the community
- Creating college administrative processes (like budgeting and IT) that are increasingly transparent and continuously informed by university models
- College unit caretaking, attainment, student success, graduate program, and research goals are defined in the upcoming slides.

Goal: Nurturing College Units

I consider my role as dean as one of service. To me, that means listening to the aspirations of the people within the college and helping provide the necessary resources for the faculty and staff to reach the goals they set for themselves and their units. Usually, those goals are in alignment with the university and college's goals, but we must also support initiatives that serve the units' unique needs.

I serve the units as they attempt to reach their goals in:

- Creating a more diverse, equitable and inclusive environment
- Interdisciplinary activities and discipline-specific excellence
- Student success
- Faculty and staff enrichment
- Strategic growth

Goal: Foundation Attainment

CAH has made great strides in philanthropy, which is increasingly important for the college's success. Growth opportunities remain in several strategic priority areas:

- Fundraising for Phase 2 of the Performing Arts Complex remains my highest priority. The center will provide critical resources to prepare students for 21st century careers in interdisciplinary arts industries.
- Increase number of endowed professorships, particularly in interdisciplinary areas like Arts and Wellness or Themed Experience to better engage with community organizations, generate new areas of expertise in research, and provide new opportunities for students seeking to study in interdisciplinary fields.
- Growth of the Center for Humanities and Digital Research (CHDR) will cultivate critical thinkers and help traditional scholars of humanities reach wider audiences and future-proof their disciplines.
- Funding for partnership growth and more interdisciplinary work, like arts and wellness and themed experience. Growth in these areas can ensure continuity in community connections, while also strengthening scholarship and fellowship opportunities focused on diversity and inclusion initiatives.

Goal: Student Success

To support student success across the university, CAH will:

- Continue to schedule and staff courses required for all majors at the university, including approximately half the General Education Program courses; courses required to satisfy the university's foreign language requirement; and an extensive number of courses meeting diversity requirements.
- Continue to refine and develop current advising policies and processes to enhance our students' FTIC retention and four-year graduation rates.
- Continue to expand and refine the cohort advising model using myKnight STAR campaigns, which became a university model.
- Complete and implement the formal proficiency process for the Student Assessment of Foreign Language (SALF) to identify and close gaps between courses and tests offered through the university.
- Collaborate with colleges across the university to ensure that transfer students from Florida College System (FCS) partner institutions are on track for graduation in two years.

Goal: Developing graduate and research programs

- Continue to engage graduate students in meaningful collaborations with CAH faculty, as exemplified by interdisciplinary research projects such as the NEH Samuel Johnson dictionary digitization, NEH digital culture research institute, and Veteran's Legacy Program.
- Identify and support opportunities for Text & Technology PhD students to innovate through born-digital research, through continuing to expand faculty involvement across CAH disciplines
- Continue to build stronger pathways for students interested in progressing from the MA or MFA to the PhD program by further refining the current Fast Track model
- Continuing to invest in individual and collaborative research projects, aiming for an overall increase of funded research by at least 50 percent and interdisciplinary collaborations by at least 25 percent



**Thank
you!**