

Strategic Planning, Research & Creative Endeavors Task Force 1.31.2013:

### **STRATEGIC GOAL**

The Research and Creative Endeavors Task force has identified the following overarching goal:

***San Diego State University will continue to build its distinctive profile as a dynamic community of diverse, high-quality and innovative scholars and artists with local, national, and international impact and influence.***

The Task Force recognizes that a vibrant university attains distinction through excellence in its scholarship and by having a flourishing arts culture. We hold that the professional accomplishments of a faculty who are productive in their scholarly and creative efforts are integral to sustaining a reputation of excellence in teaching.

Reinforcing a campus climate that fosters collaborative and interdisciplinary work and that promotes scholarship and the arts will be important to the university moving forward. We believe the pursuit of innovative and interdisciplinary exploration is vital to the university's long-term academic, artistic, and economic prosperity.

### **STRATEGIC VISION**

With these values in mind, the terms "scholarship" and "scholarly" will be used in this document to include all academic research and artistic endeavors to the extent that such use is practical.

- (1) San Diego State University will establish itself as a national leader recognized for innovation in integrating productive faculty scholarship with distinguished teaching and education driven economic development
- (2) San Diego State University will be a distinctive institution of higher learning that promotes significant collaborations across diverse faculty, institutions and communities.
- (3) San Diego State University will actively promote the visibility and impact of its research and arts within and beyond the campus
- (4) San Diego State University will produce graduates with significant experience in scholarly activities.

This vision is best accomplished

- By faculty members who are at the forefront of scholarship in their disciplines,
- With educational programs that provide opportunities for all students to immerse themselves in faculty-mentored scholarship,
- In a diverse, open, supportive, collaborative, and multi- disciplinary scholarly environment with rigorous undergraduate and graduate programs.

We have identified the following areas as potential strategic planning initiatives in support of the strategic goal:

1. Advance existing and future areas of excellence in scholarship that foster cross-unit and multi-disciplinary collaborations
2. Invest in career-long faculty scholarship productivity
3. Build infrastructure essential to sustaining scholarly productivity
4. Expand opportunities for undergraduate scholarship through innovative courses, experiences, and engagement
5. Strengthen graduate programs
6. Promote opportunities that connect SDSU's student diversity with the institution's scholarly endeavors and ambitions
7. Cultivate and expand new funding opportunities including philanthropy, grants and contracts, and community strategic partnerships
8. Sharpen SDSU's profile, through coordinated branding and marketing, as a scholarship-intensive public university that focuses on creativity, innovation and entrepreneurship
9. Enhance the visibility and impact of the arts within and beyond the University
10. Utilize KPBS as part of a comprehensive vision to advance the community's awareness and understanding of SDSU's scholarship

### **POTENTIAL STRATEGIC PLANNING INITIATIVES**

The order of the initiatives is not intended to reflect their relative importance.

#### **1. Advance existing and future areas of excellence in scholarship that foster cross-unit and multi-disciplinary collaborations**

*The university must support creative approaches and modes of discovery yielding innovative results that have a positive impact on contemporary society. Focused and strategic allocation of resources is crucial to the development of this excellence. We recommend the following:*

Identify, cultivate and invest in innovative programs and initiatives of demonstrated and future excellence and impact through additional faculty lines (including visiting professorships, research professorships, and hybrid faculty positions), facilities creation or upgrades, additional funding for start-up packages, graduate or post-doctoral support, identification of the area as a fundraising priority, allocation of assigned time targeted for areas of excellence, and other specific resources. The goal is to foster the development and growth of excellence that will bring both distinction and distinctiveness to SDSU.

Establish a task force comprised of on- and off-campus stakeholders to guide the identification and selection of programs and areas of excellence for development.

Establish appropriate criteria for reviewing all funded areas of excellence on a regular basis.

Programs and initiatives should meet established standards and expectations, be focused and distinctive, contribute to SDSU's core mission, and emphasize innovation, quality, motivation, or impact to a field of study to be considered for continued support.

Examine and revise university resource allocation practices to effectively enable and reward collaborative and cross- or inter- disciplinary endeavors.

Create campus themes and common topics that are explored from multi-disciplinary points of view.

New areas of excellence and the necessary resources should be identified by the next cycle of faculty hiring as part of our long-term academic planning process.

Develop and implement a transparent model to guide the allocation of assigned time for scholarly activities.

**2. Invest in faculty career-long scholarly productivity**

*Expanding the base of career faculty members engaged in productive scholarly is critical to the academic, artistic and economic prosperity of SDSU. To bolster career-long productivity, we recommend the following:*

Develop an improved model of peer-to-peer mentoring for junior and mid-career scholars. Through increased philanthropy, create incentives for career-long scholarly productivity, especially in fields with structurally limited external funding sources, e.g. increasing the pool for University Grants Program funding.

Evaluate existing University Grants Programs to assess patterns of award allocation and support rewards (assigned time, summer salary) for productive scholars at all stages of their careers.

Examine the processes and metrics by which assigned time is allocated across all campus units so as to increase understanding and transparency for faculty

**3. Build infrastructure essential to sustaining scholarly productivity.**

*Supportive and effective infrastructure (physical, service, administrative) is essential to scholarly engagement. To improve and expand the existing infrastructure, it is critical to establish a significant endowment that complements other sources of revenue and fosters our scholarly capacity. We recommend the following:*

Prioritize SDSU fund-raising in support of a substantial endowment to support existing and new areas of scholarly excellence.

Utilize best practice information from peers and peer review organizations (e.g. NCURA peer review report, accrediting bodies) to address gaps in infrastructure, clarity of organizational roles, and enhanced communication needed to support scholarship.

Invest endowment and other revenues

to improve and expand physical infrastructure to remedy existing unmet facilities needs and to accommodate expected growth

strengthen service and administrative infrastructure (e.g. library, statistical consulting, fee-for service and charge-back mechanism)

establish endowed Chairs and Professorships and endowed undergraduate, graduate, and postdoctoral financial awards/scholarships.

Secure funding for essential resources including support staff, Foundation staff, technical staff, equipment repair and service contracts, computational resources, library journal subscriptions and books, scholarship-related travel, and facilities.

**4. Expand opportunities for undergraduate scholarship through innovative courses, experiences and engagement**

*Student engagement in faculty-mentored scholarship should become an even more distinctive element of SDSU's identity. Such engagement, based upon scholarly activities (e.g. a campus-wide internship model), will enhance the campus's distinctive profile and may also provide the rationale for a student excellence fee. To build this vision, we recommend the following:*

Develop methods to match student and faculty scholarly interests, e.g. web or social media based initiatives.

Highlight the importance of engaging in scholarship, service-learning, and artistic experiences in preparation for joining the contemporary workforce.

Quantify and track undergraduate scholarship engagement, including relationship to learning and career outcomes. Track student engagement in faculty-mentored scholarship and publicize such engagement as part of the SDSU student experience.

Through advising, emphasize the increasing need for advanced training in scholarship for success at the graduate level.

Develop mechanisms to support and reward faculty-mentored student scholarship activities

Prioritize support for student research, financial scholarships, and fellowships through philanthropy.

Streamline curricular processes to enable development of innovative courses and experiences

Engage SDSU students in the experiences of making, creating and employing innovative practices that will enable them to be adaptable in their future careers –e.g. develop new models for General Education that integrate creativity, innovation, entrepreneurship, and synthesis

Connect with regional partners to foster integrating arts into STEM disciplines (STEAM concept)

## **5. Strengthen graduate programs**

*Rigorous and dynamic graduate programs are at the heart of all successful scholarly efforts. They capitalize on the increased importance of post-graduate training, assist in the recruitment of faculty, and build alumni relationships with related facilities and organizations in private industry, nonprofits, and the public sector. We recommend the following:*

Develop additional support for graduate fellowships and assistantships, including tuition and fee waivers as well as competitive graduate student salaries.

Strengthen support for existing graduate programs with demonstrated records of excellence and sustainability.

Implement regular review of graduate programs and consider developing revision plans to strengthen underperforming programs.

Continue to explore additional sustainable doctoral programs at SDSU, especially in the context of Areas of Excellence.

## **6. Promote opportunities that connect SDSU's student diversity with the institution's scholarly endeavors and ambitions**

*SDSU occupies a distinctive position as an underrepresented-student serving, scholarship-intensive urban university. A thriving program that connects students from underrepresented groups to faculty members at the forefront in their disciplines and to scholarly environments would yield powerful benefits to our students and to the diverse communities in the San Diego region. We recommend the following:*

Develop avenues to highlight SDSU's institutional identities as a Hispanic-serving institution and its position among the top 150 academic institutions receiving federal research grant funding.

Incorporate into development messaging emphases on integrating faculty scholarship with internship experiences for diverse undergraduates and its benefits, including its positive impact on student achievement, support of cultural identity, to its role in San Diego area economic development.

Build web-based resources to assist grant writers in incorporating SDSU diversity metrics and combined diversity-research “index” into impact statements.

**7. Cultivate and expand new funding opportunities including philanthropy, grants and contracts, and community strategic partnerships**

*To support new and to sustain existing high-quality scholarly activities at SDSU, it is critical to strengthen established support mechanisms and vigorously pursue new funding opportunities. We recommend the following:*

Enhance support systems to increase the number of grant applications and to enhance their success rate (e.g., professional grant editing; pre-submission review by external expert reviewers; assigned time to develop large-scale multi-disciplinary grant proposals; clerical support).

Expand private sector-SDSU partnerships that will support training programs, research centers, exhibitions and performances, fee for service, and other scholarly activities.

Develop fee-paying certificate programs via the College of Extended Studies. Increase fee-paying international and out-of-state graduate student enrollment.

Develop university, college, school and departmental course-level excellence fees to support equipment, supplies, software, materials, TAs, and other resources that support student scholarly efforts.

Create a University Research Endowment fund to enhance SDSU scholarship, e.g. endowed faculty chairs, graduate fellowships,

**8. Sharpen SDSU’s distinctive profile as a scholarship-intensive public university through coordinated branding and marketing**

*Stronger branding and marketing of our existing and future scholarly programs will be an asset to student and faculty recruitment and development. To this end, we recommend the following:*

Create visual logo that effectively captures SDSU’s distinctive integration of scholarly efforts with teaching excellence, student learning, and community service.

Incorporate into development messaging an emphasis on how research endeavors at SDSU benefit students and the greater community.

Prominently feature faculty and student scholarly achievements on departmental, college, and university websites.

Convene high-visibility college-based public symposia promoting faculty scholarship and its benefits to students and stakeholders.

Promote student scholarly achievement, including SRS, as a distinctive and integral element of the SDSU identity in recruitment, advising, outreach, and publications.

Expand opportunities for novel collaboration with community groups and industry.

**9. Enhance the visibility and impact of the arts within and beyond the University**

*Artistic endeavors at SDSU express the strength of a dynamic and culturally diverse University and have the capacity to elevate and enhance the University’s visibility as a major institution. This initiative will embed the arts as a campus value similar to our distinguished research and international efforts. We recommend that SDSU:*

Enhance marketing resources and priorities to promote academically informed arts exhibitions and events

Embrace nontraditional venues and increase accessibility to diverse audiences

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Integrate artistic processes into disciplines desiring to expand avenues for faculty and students to examine their respective fields of discipline

Engage undergraduate students in performing and/or visual art experiences

Involve students in performance-based learning that promotes understanding of the creative process, broadly defined

### **10. Utilize KPBS as part of a comprehensive vision to advance the community's engagement with SDSU scholarship**

Enable academic programs to develop content that benefits SDSU and fulfills KPBS' mission to provide informative, quality programming

Develop clear standards and policies for content to be broadcast on behalf of SDSU units

Create a campus-wide group that collaborates with KPBS regarding the prioritization of SDSU related promotion/content

Identify campus projects that align with KPBS strategies to create meaningful programming or events, thus elevating the visibility and stature of the university and the broadcast stations

Highlight scholarly offerings presented by the university

Evaluate KPBS staffing needs to determine potential internship opportunities for SDSU students in areas of production, media content, marketing, and programming

Align appropriate course offerings to match opportunities available at KPBS

## SUMMARY

The Research Working Group of the Research and Creative Endeavors Task Force has identified the following overarching goal:

***SDSU should continue to build its distinctive profile as a dynamic academic community of high-quality, diverse, and innovative scholars with local, national, and international impacts.***

We recognize that excellence in teaching at the undergraduate and graduate levels is integral to the identity of teacher-scholar faculty members at SDSU. However, we hold equally strongly that excellence in research is necessary and integral to excellence in teaching, to SDSU's overall academic quality and reputation, and to SDSU's long-term academic and economic prosperity.

### ***Strategic Vision:***

- 1. SDSU should establish itself as a national leader in the integration of teaching and scholarship for the benefit of student learning outcomes and scholarly productivity of faculty members.*
- 2. SDSU should articulate more powerfully its unique regional role as an engine of research and education-driven economic development, especially in its service to diverse local communities.*
- 3. A 21<sup>st</sup> century liberal arts and science education must produce graduates with significant experiences in research and creative activities in their respective majors.*

This vision is best accomplished

- by faculty members who are at the forefront of scholarship in their disciplines,
- with educational programs that provide opportunities for all students to immerse themselves in faculty-mentored research and creative endeavors,
- in a diverse, open, supportive, collaborative, and multi-disciplinary scholarly environment with rigorous graduate programs at the Master's and Doctoral levels,

We have identified the following eight areas for potential strategic planning initiatives in support of this goal:

1. Advance areas of excellence in research and creative endeavors
2. Invest in faculty career-long scholarly productivity
3. Expand opportunities for undergraduate research
4. Strengthen Master's and Doctoral programs
5. Cultivate and expand new funding opportunities, including philanthropy, grants and contracts, and community strategic partnerships
6. Sharpen SDSU's distinctive profile as a research-intensive public university through coordinated branding and marketing
7. Promote opportunities to connect SDSU's student diversity with its research efforts
8. Build infrastructure essential to sustaining research and creative endeavors.

## POTENTIAL STRATEGIC PLANNING INITIATIVES

### **1. Advance areas of excellence in research and creative endeavors**

*Focused and strategic allocation of resources is crucial to the development of excellence. The most critical resource to pursue high-impact and high-quality scholarship is faculty time; the second critical resource is financial support for meritorious programs and initiatives. We recommend the following:*

- Identify, cultivate and invest in programs and initiatives of demonstrated excellence and impact through additional faculty lines (including visiting professorships, research professorships, and hybrid faculty lines), facilities, Foundation funding, development priorities, assigned time, and other resources.
- Establish a task force comprised of on- and off-campus stakeholders to guide the identification and selection of programs and areas of excellence for development.
- Develop and implement a transparent model to guide the allocation of assigned time for research and creative endeavors to meritorious individual faculty members based on evidence of productivity: discipline-specific and evidence-based metrics of productivity with respect to teaching, research, and creative activities that take into account special circumstances of untenured junior faculty members and a system of accountability for assigned time for research based on evidence of continued productivity.
- Develop transparent criteria for assessing and reassessing funding priority for centers of excellence, taking into account demonstrated excellence and impact, financial and academic sustainability, cross-college and cross-disciplinary collaborations, community and business partnerships, opportunities for training, mentoring, and teaching.
- Establish discipline-specific criteria for reviewing all funded areas of excellence on a regular basis. Programs and initiatives should meet established standards and expectations, be focused and distinctive, contribute to SDSU's core mission, and emphasize innovation, quality, motivation, or impact to a field of study to be considered for continued support.

### **2. Invest in faculty career-long scholarly productivity**

*Expanding the base of faculty members engaged in productive scholarly activity in the mid- and later stages of faculty careers is critical to the academic and economic prosperity of SDSU. To bolster career-long productivity, we recommend the following:*

- Develop improved model of peer-to-peer mentoring for junior and mid-level scholars.
- Increase through philanthropy incentives for career-long scholarly productivity, especially in fields with structurally limited external funding sources, e.g. increasing the pool for University Grants Program funding.
- Evaluate existing University Grants Programs to assess patterns of award allocation and support rewards (assigned time, summer salary) for productive scholars at all stages of their careers.

### **3. Expand opportunities for undergraduate research**

*Student engagement in faculty-mentored research and creative endeavors should become an even more distinctive element of SDSU's identity. Not only would development of a campus-wide student research and creative internship program build the campus's distinctive profile, but it may also provide the rationale for a student research-related excellence fee. To build this engagement, we recommend the following:*

- Develop methods to match student and faculty research interests, e.g. web or social media based initiatives.
- Identify disciplinary-specific opportunities with particular relevance to student career plans.
- Highlight the importance of engaging in research, service-learning, and creative endeavors in preparation for joining the 21<sup>st</sup> century workforce.
- Capitalize on community-based research and creative engagement opportunities.
- Quantify and track undergraduate research engagement, including relationships with learning and career outcomes.
- Emphasize in advising the increased need for advanced training in research and creative endeavors at the graduate level.
- Develop mechanisms to support faculty-mentored student research and creative activities, including assigned time for training grant preparation.
- Prioritize support for student research, scholarships, and fellowships through philanthropy.
- Establish mechanisms for faculty members to be recognized for mentoring efforts as part of their workload.

#### **4. Strengthen Master's and Doctoral programs**

*Rigorous and dynamic graduate programs are at the heart of all successful research efforts. They capitalize on the increased importance of post-graduate training, assist in the recruitment of research faculty, and build alumni relationships with research facilities in private industry, nonprofits, and the public sector. We recommend the following:*

- Develop additional support for graduate fellowships and assistantships, including tuition and fee waivers as well as competitive graduate student salaries.
- Strengthen support for existing master's and joint doctoral programs with demonstrated records of excellence and sustainability.
- Implement regular review of graduate training programs and consider developing revision plans to strengthen underperforming programs.
- Continue to explore additional sustainable doctoral programs at SDSU, especially in the context of Areas of Excellence.

#### **5. Cultivate and expand new funding opportunities, including philanthropy, grants and contracts, and community strategic partnerships.**

*To support new and to sustain existing high-quality scholarly activities at SDSU, it is critical to strengthen established support mechanisms and vigorously pursue new funding opportunities. We recommend the following:*

- Enhance support systems to increase the number of grant applications and to enhance their success rate (e.g., professional grant editing; pre-submission review by external expert reviewers; assigned time to develop large-scale multi-disciplinary grant proposals; clerical support).
- Expand private sector-SDSU partnerships for training programs, research centers, fee for service, and other creative activities.
- Develop fee-paying certificate programs via the College of Extended Studies.
- Increase fee-paying international and out-of-state graduate student enrollment.

- Develop university, college, departmental, course-level excellence fees to support equipment, supplies, software, materials, TAs, and other resources, to support student research activities.

## **6. Sharpen SDSU's distinctive profile as a research-intensive public university through coordinated branding and marketing**

*Stronger branding and marketing of our existing and future research programs will be an asset to student and faculty recruitment and development. To this end, we recommend the following:*

- Create visual logo to capture SDSU's distinctive integration of research efforts with teaching excellence, student learning, and community relations.
- Incorporate into development messaging an emphasis on how research endeavors at SDSU benefit students and community stakeholders.
- Foreground faculty and student research achievements on departmental, college, and university websites.
- Convene high-visibility college-based public symposia promoting faculty research and its benefits to students and stakeholders.
- Promote student research including SRS as a distinctive and integral element of the SDSU identity in recruitment, advising, outreach, and publications.
- Expand opportunities for novel collaboration with community groups and industry.

## **7. Promote opportunities to connect SDSU's student diversity with its research efforts**

*SDSU occupies a distinctive position as an underrepresented-student serving, research-intensive urban university. A thriving research program at SDSU that connects students from underrepresented groups to faculty members at the forefront of scholarship in their disciplines and to live research environments yields powerful benefits to our students and to diverse communities in the San Diego region. We recommend the following:*

- Develop avenues to highlight SDSU's institutional identities as Hispanic-serving institution and top 150 federal funding institution.
- Incorporate into development messaging emphases on integration of faculty research and internship experiences for diverse undergraduates and its benefits, ranging from its high positive impact on student development to economic development in San Diego area.
- Build web-based resources to assist grant writers in incorporating SDSU diversity metrics and combined diversity-research "index" into impact statements.

## **8. Build infrastructure essential to sustaining research and creative endeavors.**

*Supportive and effective infrastructure (physical, service, administrative) is essential to research and creative engagement. To improve and expand the existing infrastructure, it is critical to establish a significant research endowment that complements other sources of revenue and fosters our research capacity. We recommend the following:*

- Prioritize SDSU fund-raising in support of a substantial research endowment to support existing and new areas of excellence.
- Utilize the NCURA peer review report to address gaps in infrastructure (e.g. Statistical Consulting Center, travel funds, or increased IT support), clarity of organizational roles, and enhanced communication needed to support all research and scholarly activities.
- Invest endowment and other revenues to

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- improve and expand physical research infrastructure to remedy existing unmet facilities needs and to accommodate expected growth
- strengthen service and administrative infrastructure (e.g. library, statistical consulting, fee-for service and charge-back mechanism)
- establish endowed Chairs and Professorships and endowed undergraduate, graduate, and postdoctoral scholarships.
- Secure funding for research-essential resources including support staff, Foundation staff, technical staff, equipment repair and service contracts, computational resources, library journal subscriptions and books, research-related travel, and facilities.
- Empower the Office of the Vice President of Research to play a central role in the coordinated promotion of research as integral and fundamental to SDSU's institutional health, teaching excellence, community relations, and development success.

### NEXT STEPS:

Empower campus leadership to prepare an implementation plan that includes priorities, action plans, timelines, assigned responsibilities, and measures of progress and outcomes. Scheduled assessments by campus and faculty leadership, e.g. the University Research Council, should be established with transparent reporting to the entire campus.

### **Creative and Performing Arts Working Group**

The visual and performing arts have profound capacity to elevate and enhance the university's visibility as a major research institution. Visual and performing arts at San Diego State University are influential and reflect a range of endeavors that include intensive discipline-based practice to engaging in interdisciplinary and collaborative work within and beyond the campus. Inherently collaborative, the creative arts reflect and illuminate the human condition and serve as a model for engagement in all its forms.

Artistic endeavors at SDSU also mirror the strength of our programs and the university. The overarching vision within the university's strategic plan is; to enlist broad campus support for promoting artistic modes of inquiry and outcomes; utilize the arts to focus attention on significant cultural, social and pragmatic themes confronting our diverse community; serve as a reflection of cultural and campus ideals; explore and examine the human condition through diverse forums; and, to showcase the involvement and influence of SDSU faculty in important professional arts venues throughout the region.

To maximize the investment and opportunity represented by the creative, visual and performing arts, the Creative and Performing Arts Working Group has identified the following three major goals:

- Goal I) Promote and leverage the impact and the visibility of the arts within and beyond the university;
- Goal II) Engage the arts to enhance and influence research and learning across the university's disciplines;
- Goal III) Utilize KPBS as part of a comprehensive vision to advance the community's engagement with SDSU and its visual and performing arts.

#### **GOAL I**

##### **Promote and leverage the impact and the visibility of the arts within and beyond the university**

- A. Identify and publicize the influence and involvement of SDSU faculty in important professional arts venues throughout the region.
  - Establish a central mechanism to track and publicize the scope and breadth of contributions to the region made by arts faculty, students and staff.
  - Incorporate into SDSU's brand that it is the "Campus of the ARTS and INNOVATION"
  - Engage in a comprehensive and sustained survey of alumni from the creative and performing arts to identify and publicize their influence and accomplishments (e.g. SNAAP survey)
  - Disseminate through print, web and other media information regarding the array of creative research activities, community engagement and achievement of faculty/students
  - Develop robust communication structure that promotes the arts within and beyond the university
    - Disseminate weekly, centrally distributed "Arts @ SDSU" e-blasts
    - Closer and seamless integration of information for university central web calendar
    - Develop an Arts@SDSU App for devices

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- Embrace non-traditional venues and audiences (guerrilla theater, pop-up exhibitions and performances, etc.)
  - Partner with creative industries
  - Partner with CASE
  - Employ students with social media capital to work on behalf of SDSU arts projects
  - Enhance marketing resources and priorities to promote arts events
  - Develop a strong summer arts program that garners national attention
  - Build a professional arts venue that meets campus and community needs for performances, forums and exhibitions (revenue potential for use by area professional organizations)
  - Use a percentage of student fees to support academically informed arts programs and provide equal access for SDSU students to attend arts events. *Student quote: "why do I get in to basketball games for free, but have to pay to attend opera, dance performances, theater plays or orchestra concerts?"*
- B.** Utilize the arts to focus attention on significant cultural, social and pragmatic issues confronting our community by providing forums that enable such inquiry. *Be known as the university that deals with issues affecting our community.*
- Implement campus themes that are explored through colloquia, events, programming and in coursework throughout the university
  - Integrate artistic modes of inquiry to facilitate new research and interdisciplinary partnerships
  - Identify and cultivate opportunities for creative and performing arts partnerships and curricula

### **GOAL II**

#### **Engage the arts to enhance and influence research and learning across the university's disciplines**

- A.** Promote a campus culture of symbiosis that fosters collaborative and interdisciplinary work and rewards it
- Establish a center/institute dedicated to development of such endeavors (Example: Appendix 1)
    - Involve community leaders and faculty (whose backgrounds reflect an interdisciplinary culture) from the arts, business, policy and education to advise and inform the center/institute
    - Embed student experiences within the activities of the center/institute
  - Integrate artistic processes into disciplines desiring to expand avenues for faculty and students to examine creativity, collaboration, and innovation in their fields
  - Consider alternative administrative/disciplinary structures that facilitate integrative approaches to research, creative work and learning
  - Examine and revise university resource allocation practices to effectively enable collaborative and interdisciplinary endeavors
  - Establish a dedicated space for such work on the campus and in the community
  - Streamline curricular processes to enable development of innovative courses and experiences

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- Engage SDSU students in the experiences of making, creating and employing innovative practices that will enable them to be adaptable in their future careers
    - Develop new models for General Education that integrate creativity, innovation, artistic practices (non-didactic) and synthesis
    - Require a "making" (creativity) course of all lower division students
  - Engage with regional partners with a goal of integrating arts into STEM disciplines (STEAM concept)
  - Engage and reward interdisciplinary and collaborative endeavors
  - Involve students in project-based, and/or performance-based learning that promotes understanding of the creative process, broadly defined
  - Engage all undergraduate students in performing and/or visual arts experiences as creators, performers, makers or knowledgeable critics
  - Create campus themes, common topics for exploration from multi-disciplinary points of view
  - Review similar Centers focused on creativity and innovation in like and aspirational institutions throughout the US (Example: Appendix 2)
- B. Transform learning at SDSU**
- Provide students with art making experiences
  - Use arts based process to lead exploration, culminating in public presentations of ideas, achievements and/or proposed actions
  - Provide training for faculty to incorporate arts based ideas into teaching practices
  - Transform the often didactic form of lecturer/student relationship into project-based making of work
- C. Create an External Advisory Board for cross-disciplinary work – made up of artists, scientists, industrial designers, managers, executives, etc. to:**
- Create pathways for students to meet professionals in the real world
  - Facilitate project participation from significant community partners
  - Forum for an exchange of ideas, better integrating theory with practice

### **GOAL III**

#### **Utilize KPBS as part of a comprehensive vision to advance the community's engagement with SDSU and its visual, and performing arts**

- Enable academic programs to develop content that benefits SDSU and fulfill KPBS' mission to provide informative, quality programming
- Develop clear standards and policies for content to be broadcast on behalf of SDSU units
- Create a campus-wide group that collaborates with KPBS regarding the prioritization of SDSU related promotion/content
- Identify campus projects that align with KPBS strategies to create meaningful programming or events, thus elevating the visibility and stature of the university and the broadcast stations
- Highlight creative and performing arts offerings presented by the university
- Evaluate KPBS staffing needs to determine potential internship opportunities for SDSU students in areas of production, media content, marketing, and programming

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- Align appropriate course offerings to match opportunities available at KPBS

Throughout the discussions and feedback provided to date, a number of additional themes have emerged:

1. The university will need to re-examine its reward structures for faculty whose body of work and interests lie outside of traditional evaluative systems. In many cases, these reward systems are based upon practices and policies that are slow to change and evolve and active encouragement from the provost, deans and chairs/directors will be needed to advance a different model.
2. The allocation of resources to academic programs is predominantly based upon historical practice and FTES targets. The Creative and Performing Arts working group notes that such mathematical parameters can constrict the type of innovation and collaborative activities that many departments, schools and faculty desire to implement.
3. Student comments reflect a deep interest and recognition regarding the importance of collaborative, interdisciplinary and creative practice. The ability to pursue such experiences creates a more curious and confident individual.
4. Barriers to implementing a number of excellent ideas are not as much financial as they are structural or because of historical practice/culture.

**Appendix 1**

**New SDSU Center on Creativity, Innovation and Entrepreneurship**

SDSU redefines itself as a University of the future and chooses “Innovation, creativity and entrepreneurship” as the traits that best describe the kind of education that students get, faculty aspire to, and communities need to succeed in the new global, knowledge-based economy.

The Center would establish goals that are:

- truly interdisciplinary in nature,
- help merge art and science broadly defined, and
- create a program that forges the kind of university that offers students, faculty and the community the kind of institution that will best serve us well into the future.

The Center could include the following activities:

- 1) A high level Presidential speaker series on innovation, creativity and entrepreneurship ( Stan Malloy has started);
- 2) An annual award-sort of an x prize-to alum who best demonstrate the qualities and traits we have embraced;
- 3) Several new course electives that offer such interdisciplinary experiences in innovation, creativity and entrepreneurship;
- 4) An Honors College curriculum which draws on the best undergraduate courses that illustrate the new curricula

## Appendix Two

Creativity and innovation efforts at Universities

**Aesthetic Technologies LAB at Ohio University**

<http://www.aesthetictechnologies.org/>

**The Advanced Computing Center for the Arts and Design at Ohio State**

<http://accad.osu.edu/>

**D School at Stanford**

<http://dschool.stanford.edu/>

**STEM to STEAM at RISD**

[http://www.risd.edu/About/STEM\\_to\\_STEAM/](http://www.risd.edu/About/STEM_to_STEAM/)

**The Herberger Institute for Design and the Arts - ASU**

<http://herbergerinstitute.asu.edu/>

**Martin Prosperity Institute at University of Toronto**

<http://martinprosperity.org/> - Richard Florida

**Massachusetts Institute of Technology**

[Center for Art, Science and Technology](#) (CAST)

[Festival of Art, Science and Technology](#) (FAST)

**University of Michigan, The James and Anne Duderstadt Center**

<http://www.dc.umich.edu/index.html>

**The Guildhall at SMU**

<http://www.smu.edu/News/2010/peter-raad-guildhall-gamerlive>

**Portland State - the Center for Interdisciplinary Mentoring Research**

<http://www.pdx.edu/mentoring-research/>

**Virginia Commonwealth University – de Vinci Center for Innovation**

<http://www.davincicenter.vcu.edu/>

**The OSU Institute for Creativity & Innovation**

<http://spears.okstate.edu/creativity/files/Scope-for-Project.pdf>

**Drexel/Torrance Center for Creativity and Innovation**

[http://goodwin.drexel.edu/centers\\_tc.php](http://goodwin.drexel.edu/centers_tc.php)

This is an incomplete list of centers dedicated to the development of fostering collaborative and interdisciplinary work that are in operation at universities. If you know additional centers with similar goals and mission, please send the name and web address to Randy Reinholz, [Reinholz@mail.sdsu.edu](mailto:Reinholz@mail.sdsu.edu).