Annual Report to the College

As in previous years, the deans of the USF colleges are instructed to web-post a report to the faculty as the first step in the evaluation of deans. I am very proud of the accomplishments of this college, but I would be the first to recognize that no accomplishment, no success we have experienced, is the result of a single individual. In the specific case of my deanship, I must say up front that any and all forward movement and support of university/college/unit goals is the result of a unified team that always includes our four unit directors, our associate dean, and many if not all of you, depending upon the specific accomplishment. Put simply, the dean is the voice and advocate for the college and the provost, charged with assuring the provost that we are honoring the goals and ambitions of the university and, at the same time, serving the individual and collective goals and aspirations of this college.

This brief report is organized around the six broad questions which comprise the annual review survey you are being asked to complete. While you may have direct knowledge and/or experience that will serve to inform your response to that survey, I would suspect that in many cases you will have insufficient “evidence” to make an informed assessment, so I am providing some highlights of my performance under the general headings that reflect the survey. Additionally and importantly, prior to opening and completing the survey, I would suggest and urge you to consider the following in order to more fully understand the effectiveness of my leadership:

- Please consider reviewing the dean’s reports provided to you throughout the year, beginning with the May, June, July, and August 2007 report through March 2008. Those reports are available to you by clicking the following link [http://www.arts.usf.edu/facultyandstaff/default.asp?n=deansreports](http://www.arts.usf.edu/facultyandstaff/default.asp?n=deansreports).

- Please take time to talk with each other and, more importantly, please talk with your director for specific evidence and a more discipline-based perspective on my support of and impact upon your academic world.

- Please understand the performance of the college by reviewing and analyzing the most recent college portfolio referenced in the provost’s instructions for completing the survey and seeking clarification and interpretation through your unit director. You can click on the following to have access to the most current profile [http://www.ods.usf.edu/DSS/Resources/college-portfolios.asp](http://www.ods.usf.edu/DSS/Resources/college-portfolios.asp).
Question 1: Reflecting the University’s Strategic Priorities and Goals

You can access those priorities and goals at [http://www.ods.usf.edu/Plans/Strategic/goals-strategies.htm](http://www.ods.usf.edu/Plans/Strategic/goals-strategies.htm). I trust that you have these goals memorized as do I, but just in case, take a few minutes to review them before you assess my performance relative to each.

1. **Expanded support for research (creative and scholarly)** by insisting on a minimum 25% assignment for tenure-earning faculty, by dedicating as a priority college funds to support individual faculty and their research, by funding and supporting the research agenda of faculty (despite a budget reduction), by helping find creative ways to aid faculty in their research efforts.

2. **Give focused attention to global and learner-centered programs** as evidenced by offering faculty forums focusing on inquiry-based learning (e.g., October 24, 2007 forum on BlackBoard and November 7, 2007 forum on inquiry-based learning), by supporting unit efforts to strengthen curriculum, by being an advocate for a visiting artist/scholar program, by convening a group of the eight most outstanding teachers in the college to address how the college can improve its teaching. The questions, challenges, and suggestions emerging from that group are now being addressed by our college Teaching Committee.

3. **Increased local and global engagement** through the engagement of the dean in the community, by supporting the unit activities related to the community, by sponsoring an annual regional K-20 meeting, by coordinating the drafting of formal partnerships with Master Chorale, by engaging in conversations with potential partners in the community, by hosting the Tampa Connection, by supporting our participation in ARTE.

4. **Enhanced revenue and stability of the college** by investing in two development personnel and an administrative assistant and, in partnership with them and the directors, increasing our fundraising this year to $802,191, by lobbying on behalf of the college to obtain an equipment fee to supplement the budgets of units.

Question 2: Leadership by Example

1. **Visionary planning**: Every effort, every question, every action outlined herein and reflected in my other reports and activities is driven by our collective vision, which is the following: The USF College of Visual & Performing Arts aspires to achieve national and international recognition as a distinguished center for study, creation, and research in the arts. The college will provide an innovative environment to prepare the next generation of artists, educators, scholars, and audiences. The college will support and promote creative research and production in the visual and performing arts. The college will engage in advancing the cultural vitality of the Tampa Bay region.
2. **Timely decision making:** “Timely” means at the proper and appropriate moment, not necessarily quickly and prematurely. There is a preference for decisions to be vetted, reviewed, and informed by the various directors (who may seek additionally the insights of their respective faculty and staff). I yield to the perspective of others regarding this dimension of leadership.

3. **Effective communication:** Several years ago the college Faculty Advisory Council recommended that I provide a monthly accounting of what I do, and since that time I have consistently utilized the monthly report to help everyone (who is willing to read the report) with a comprehensive view of issues, actions, topics under consideration, challenges, etc. Additionally, and primarily through my own e-mail communication with CVPA-All as well as indirectly through the four directors of the college, keep faculty and staff abreast of the status of the college and the issues/challenges/opportunities before us. Finally and importantly, for the past several years I have been making a “state of the college” address to the faculty and staff.

4. **Fostering collaboration:** Accepting the fact that “fostering” is quite different from “forcing,” I have attempted to be supportive through funds and encouragement of every interdisciplinary idea emerging from the faculty - for example, the wheelchair project led by Merry Lynn Morris and the interdisciplinary initiatives frequently profiled by Graphicstudio.

5. **Mentoring colleagues:** As a general rule I stand in support of all mentoring activities within the college, exemplified by convening meetings with all new faculty each year and by having constructive post-midpoint review meetings with individual faculty. For administrators and potential leaders of the college, I try to provide support, guidance, and encouragement. But for the most part, I view effective mentoring to be most successful if implemented at the unit rather than the college level. And finally and importantly, a meeting held just a few weeks ago with faculty new over the past three years resulted in recommendations for the college to be more proactive in arranging mentoring opportunities, and those recommendations will be implemented with the next year’s hires.

6. **Internal and external advocacy:** Internally, I must emphasize that my most effective advocacy is not public and not “iron-fisted,” but rather it occurs at the provost’s table or behind the closed doors of other decision makers (with the obvious exception, for example of those more “public” advocacy moments such as my presentation to the Board of Trustees on research in the arts or my presentation to the retired faculty of the university or the membership of the USF Club, etc.). Thus, your best way to judge my effectiveness is to consider how this college benefits or suffers and assign your conclusions to my level of effectiveness in advocacy (e.g., my continuing efforts for support from the provost of the summer grant program). On occasion you may witness my advocacy externally, but for the most part, I would suggest that evidence of my effectiveness is embedded in the roles I have and continue to play as a leader of the arts in Florida (chairing for the past four years the Florida Higher Education Arts Network) and my position as board member and now president-elect of the International Council of Fine Arts Deans.
**Question #3: Embodiment of USF Value System**
You can access the university value system at [http://www.ods.usf.edu/Plans/Strategic/values.htm](http://www.ods.usf.edu/Plans/Strategic/values.htm)
These values are extensive and important for us to acknowledge and respect as we build our college.

1. **Excellence in teaching and learning** by continuing to support the college Teaching Committee, by convening a meeting of the eight most highly ranked teachers in the college to talk about how to improve teaching, by supporting faculty forums focused on improving teaching, by openly and strongly supporting with funding our Toward Greatness efforts to create an exciting and inquiry-based learning environment.

2. **Outstanding research** by being a strong supporter and advocate for outstanding research, by obtaining and retaining the provost’s summer grants, by making a fiscal priority of the college funding for research committee and funding for individual projects that strengthen and nurture faculty research, and by being a strong advocate for seeking the very best faculty in our search processes.

3. **Recruiting world-class faculty** by effectively increasing faculty salaries so we can offer 110% of the OSU average salary and be competitive with essentially the very best institutions, by preparing bios and a website for prospects to review and thus realize the exceptional quality of faculty whom they might join, and by encouraging each director to aggressively seek the very best faculty.

4. **Access to world-class education** by hiring the very best faculty, by supporting and encouraging the research of our faculty, by helping to create an environment that is characterized as inquiry-based, by supporting an increasingly ambitious artist/scholar program, by supporting the work and programs of the individual units for whom this is a central and common core value.

5. **Student success** by encouraging units to strengthen both their strategic recruitment and acceptance so students admitted are more predictably success-oriented, by meeting with prospective students and their parents, preparing them for what to expect if they choose to join us (including the showing of the new video that captures the essence of USF arts for students), by meeting with and implementing the ideas of our most successful teachers, by encouraging directors to be rigorous in their expectations for students and by always keeping in mind that the truth of our Toward Greatness initiative, i.e., producing faculty create rich inquiry-based environments in which and through which we can predict student success.

6. **Cultural and ethnic diversity** by shepherding policies and procedures that will result in candidate pools with a greater proportion of outstanding faculty of color, by monitoring and consciously expecting quality faculty of color in the finals of searches, by encouraging and supporting programming that addresses cultural and diverse experiences and perspectives, and by asking sometimes difficult questions of directors and search committees about unit-wide efforts to achieve a large pool, make-up of the final pool, the interview process, the final recommendations, etc., to be assured that we are taking affirmative steps to diversity in our faculty. More specifically, I have been instrumental in and supportive of the initiative currently
taking place to assess the culture of our college and then, during the fall of next year, develop actions to help make positive change.

7. **Interdisciplinary inquiry** by supporting the new Talk of the Arts project that has as a central purpose the engagement of cross-disciplinary involvement of faculty and students, by supporting the Arts/Engineering partnership, by co-sponsoring the Arts and Poetry symposium, by supporting Internet-2 initiatives, by supporting the collaboration between units for *Rocky Horror Show*.

8. **Potential of individuals** by allowing and supporting faculty to work independently and without significant interruption/intervention with their students as individuals (a basic value of the faculty in any art form) and supporting an environment that encourages artistic risk taking by students (e.g., ArtHouse, student exhibitions, director’s composition prize during the Helps Festival).

9. **Shared governance** by supporting the *Bylaws* of this college that are strong in ensuring the voice of all constituencies within the college, by taking requests, problems, and issues to the Faculty Advisory Council, by recognizing and supporting the procedures and unique views of the four units within the college, by respecting the decisions and recommendations of committees and groups of faculty and/or staff relative to issues central to their concern.

10. **Adding value to region, state, nation** by personally being involved in a variety of community activities related to the arts (e.g., Arte, Tampa Bay Business Committee for the Arts, Chamber of Commerce, Mayor’s Committee on Creative Industries, The Tampa Museum), by being active in, and president of, the state arts deans’ organization, and by serving as an officer in the national organization of arts deans and being one of the participants in the national Council for Policy Study in Art.

11. **Collegial environment** by sponsoring socials for faculty and staff, by supporting the gathering of faculty at faculty forums, by demonstrating (at least I feel I do) a respect for all individuals within the college, and by being intolerant of non-collegial actions and behavior.

12. **Community engagement/partnerships** by supporting the partnership initiatives of individual units (e.g., Music and the Master Chorale), by supporting college efforts such as hosting Tampa Connection, by encouraging directors and units to be actively a part of this community, by personally being a part of the community and its arts initiatives.

13. **Entrepreneurial and innovative** by supporting Internet 2 initiatives (e.g., Philadelphia Orchestra in concert live here), by considering new programs and by distributing essays to directors suggesting new approaches and new ideas, by supporting new research (e.g., the wheelchair project), by being instrumental in our soon-to-be-implemented equipment fee.

14. **Technologies** by continuing to be an advocate for Internet 2 use within our college, by growing the most advanced and strongest technology unit within the colleges at USF, by supporting faculty forums that have given direct and indirect attention to technology.
15. **Aligning budget with priorities** by directing the precious few resources we have that are beyond those needed to support the core expectations of instruction toward supporting research, teaching, diversity, community engagement, and strengthening our infrastructure.

**Question #4: Effective Management**

This set of questions begs for me to provide my philosophy of “management” and allow you and your colleagues to judge both the legitimacy of my view and the efficacy my view to have and allow positive and healthily environments within each unit and within the college as a whole. In other words, here is what I believe, and you decide!

1. **Of people** by hiring, appointing, and working with faculty and staff who are bright, self-motivated, competent, and capable and leaving them alone to deliver within their realms of responsibility and expertise and within a context informed by the university and college strategic vision and goals, and by being constantly on the lookout for opportunities to bring diversity to the college through diversity enhancement funding and trailing spousal hires with funding from external sources. Only when intervention is needed do I intervene; only when something is broken do I become concerned; only when we are not achieving as we might expect do I question; only when external forces compel us to realign, do I intercede.

2. **Of policies** by keeping to a minimum college-specific policies and only then in order to protect and/or assure or clarify/demystify practice. Practice is informed by vision and mission and goals, not policies and, therefore, setting “rules” of behavior should be cautiously developed so the maximum in creative and individual inventiveness and customization can occur.

3. **Of programs** by letting units and schools and faculty bring their expertise to the action of generating and modifying programs. While the dean should suggest, even prod on certain occasions, programs are the outcome of the energy, passion, and commitment of faculty, and deans should support and perhaps shape, but not invent.

4. **Of facilities and equipment** by allowing the greatest autonomy possible (recognizing that the dean is contractually responsible for assuring the university that space and equipment are managed to assure maintenance, safety, and effective use).

5. **Of budget** by coordinating the setting of the mission, vision, and goals of the college and allowing the greatest autonomy possible to the individual units in how funds can best accomplish our goals and ambitions.

**Question #5: Generating New Revenues and Allocation of Resources to Priorities**

These five questions are asked to all college faculty and may be more appropriate to colleges other than this one. Nevertheless, we are making some headway in assuring the college of other “streams” of funding other than the E&G that is allocated each academic year by the provost.

1. I have worked to make the administration of USF aware of the opportunity to introduce an equipment fee that will help with virtually every one of our arts disciplines.
2. I have invested aggressively in a new development office (appointing two new professionals, one focused on gifts exceeding and one focused on gifts less than $100,000. This “team” has only been in place a few months, but it is already evident that we can anticipate significant increases in fundraising success.

3. I dedicate and will continue to dedicate a considerable amount of my time to cobbling resources from a variety of sources throughout the campus as supplements to the traditional funding.

4. And finally, and within the context of the currently devastating budget cutting environment, my energies are focused upon methods to retain and reduce the negative impact upon our college.

For Your Reference:
The following listing may be of value to you. I have tried to generate a list of activities, actions, successes, etc., which I think in aggregate summarize my deanship over the past year. I do not offer them in any organized order since many reflect and tend to support more than one part of our mission and vision, and definitely more than one of the goals of the university and/or college. And most importantly, I recognize and take pride in the fact that not one of the following can be attributed solely to me, or for that matter any one of us...we are a family, a community, and a team.

1. Development of a new donor prospect base
2. Serve on the Board of the Tampa Museum
3. Participated in the March meeting of the Council for Policy Study in Art, a national council limited to 50 permanent members that addresses issues impacting policy on the arts
4. Implemented and funded a new Visiting Artists/Scholars program this year - Talk of the Arts
5. Continued efforts to keep the basic tenants of Toward Greatness before the college as decisions are made about our future
6. Sponsored a very successful scholarship luncheon that brought scholarship donors and their recipients together to celebrate their success
7. Served as host to Tampa Connection, a group of over 70 business leaders who spent 3 hours in our college
8. Met with all the new faculty discussing how we could improve their first year and issues they were facing
9. Renovated Theatre I lobby
10. Oversight of an ambitious data comparison between the arts at USF and 10 AAU university arts programs
11. Participated in the final development of the program for the new Music building
12. Worked to improve the management and leadership of the BRIT program
13. Chair the Collections Committee of the Tampa Museum
14. Implemented electronic newsletters from both the college and from the Alumni Association
15. Sponsored a meeting of all the regional arts supervisors (eleven counties) to talk about the arts at USF and their issues and topics of mutual interest
16. Celebrated the accreditation renewal for Theatre and for Music this year
17. Presented an hour on research in the arts to the USF Board of Trustees
18. Increased support for faculty research
19. Met with all the midpoint review faculty and their respective directors to discuss the review and their future
20. Guided the directors in discussions related to both student retention and student recruitment
21. Witnessed the debut of new Marching Band uniforms during this fall season
22. Helped coordinate ARTE and served on the City Executive Board for ARTE
23. Shepherded the effort to have a plan for a new 1200 seat music concert hall designed for fundraising opportunities
24. Negotiated with new VP for Technology for management of IT support for the college
25. Serve as co-chair of the university Faculty/Staff Campaign
26. Worked with the dean of Engineering to continue support of the wheel chair project
27. Serve on the search committee for the director of the Tampa Museum
28. Improved the delivery and distribution of our Did You Knows, which share our accomplishments with the university
29. Participated in the development of a program for a Center for Advanced Study of the Visual Arts for which we have launched a special fundraising effort
30. Served for four years as president of the state arts deans’ organization, Florida Higher Education Arts Network, resigning from that position in January
31. Moved our college strategic plan to unanimous adoption by the unit directors (with numerous opportunities for faculty input)
32. In the final stages of arranging a formal partnership agreement with the Master Chorale of Tampa Bay
33. Participated in the effort to arrange Internet 2 live performances of the Philadelphia Orchestra
34. Serve on the Board of the International Council of Fine Arts Deans
35. Oversight of project to have photographs and bios for each of the college faculty
36. Conducting conversations to establish a new initiative through Internet 2 and JA.NET to strengthen arts ties with the UK
37. Completed the videos for the college and each unit for recruitment purposes
38. Elected president-elect of the International Council of Fine Arts Deans
39. Have recommended a series of issues and topics and challenges to the college Faculty Advisory Council
40. Begun the process of addressing the renovation of FAH after the departure of Music to a new facility
41. Have had the undesirable pleasure of overseeing the various budget reductions that have characterized this academic year
42. Convened the eight most outstanding faculty to explore ways teaching might be improved within the college
43. Negotiated with the new VP for University Advancement for the creation of a professional team to support the arts at USF
44. Participated in efforts to support both the Paris Program and the Classical Music Festival so their fiscal management systems can be more effective
45. Served as the chair of the search committee for the dean of USF Libraries
46. Have requested the Faculty Advisory Council to prepare a Bylaws amendment that more collegially recognizes the role of our non-tenured and non-tenure earning faculty
47. Expanding the mailing lists and e-mail lists for distribution of programming and informational material about the arts at USF
48. Addressed exclusions in the staff tuition-free courses
49. Diligent attention to retaining our SCH productivity during challenging times
50. Participated in the improvements to the event calendar and scheduling procedures efforts
51. Obtained continuing fair funding for new faculty start-up support
52. Establishing procedures to ensure appropriate management of endowment earnings
53. Established a fair and balanced evaluation process for unit directors
54. Restructuring of college marketing, given resignations, swept lines, and reduced availability of funds
55. Overseeing the development of strategies to improve the SAT profile of our incoming students