



School of the
ARTS AND ARCHITECTURE :

**STRATEGIC PLAN REFRESH
2023-2028**

October 15, 2024

I. VISION

MISSION & VALUES

The arts are essential to the academic and cultural life of a public research university and foster the creative thinking and collaboration the 21st century demands. At UCLA, the arts are integral to fulfilling the institution's mission of creating, disseminating, preserving, and applying knowledge for the betterment of global society. Building on UCLA's first century, the School of the Arts and Architecture (UCLA Arts) leverages the power of the arts to transform communities, create a more just world, and imbue our lives with more meaning and joy.

We ground our practices, curricula, programs, and initiatives in our core values: social responsibility; social justice; artistic excellence and innovation; anti-racism, equity, diversity, and inclusion; and academic and creative freedom. Robust cross-disciplinary dialogue and a strong connection between praxis and theory help us actively cultivate these values throughout the school. Guided by these principles, we educate and empower our students to be cultural leaders, support faculty research to advance the university's mission, and produce transformative arts experiences for our campus, local, and global communities.

WHO WE ARE

Our school's vastness is our strength: we combine an unparalleled range of academic and public programs under one umbrella. We offer 13 distinct majors and one school-wide minor across four degree-granting departments and house nine faculty-led labs and research centers and three world-class public arts organizations, including two museums and a performing arts center. Our nearly 1,000 students, 70% of whom receive financial assistance and ~25% of whom are first-generation college students, are taught by 55 full-time and 100 part-time faculty—a distinguished cohort of world-class scholars, researchers, and curators that includes 10 Guggenheim Fellows, 10 United States Artists Fellows, and 1 MacArthur Fellow. Our dedicated staff are essential to our mission, providing the vital support that drives all of our programs and operations. As one of the region's largest arts presenters, we produce over 600 (mostly free) programs annually, reaching more than 500,000 community members. Last year alone, UCLA Arts generated nearly 650 favorable earned media mentions for UCLA.

UCLA Arts' presence on campus and in the city is as wide-ranging as our offerings. We inhabit 14.4 acres across eight buildings and one public sculpture garden. Of our five buildings on campus, four—including UCLA's iconic Royce Hall—sit along UCLA's historic core. Off-campus—the Hammer Museum and The Nimoy in Westwood, and the Margo Leavin Graduate Art Studios in Culver City—integrate with the urban fabric, enhancing the vibrancy of their neighborhoods and providing broad access to our public programs.

UCLA Arts' curricula emphasize the deep interdependence of creativity and academic research, blending studio practice with critical studies and liberal arts scholarship. Our faculty's research encompasses diverse epistemological approaches, producing a broad range of visual, object-, and time-based works that set our research apart within the university. The faculty's socially conscious work has made a global impact, with projects on all seven continents, while the work of our museums and performing arts program forges strong connections both locally and globally, embodying UCLA's vision as an internationally renowned, community-engaged institution.

VISION & GOALS

In alignment with UCLA's Creating the Future Strategic Plan 2023-2028, UCLA Arts will continue to lead in teaching, research, and public service, deepening local and global engagement, driving innovation, expanding access to arts education, and modeling inclusive excellence to shape a better future for all. Our primary goals, which advance the five pillars of UCLA's Strategic Plan), include:

Expanding Access to Arts Education

To further our public mandate and to make an arts education accessible for a wider range of students, we aim to make a UCLA Arts education affordable to all students, despite their economic status. Debt-free education for all students is the goal. By 2028, we aim to cover the full cost of tuition and living expenses for all graduate students for the first two years of their degrees. To accomplish this ambitious goal, we need to significantly grow our annual scholarship and endowment allocations from \$1 million per year to \$7.2 million as part of UCLA's forthcoming fundraising campaign.

Our Visual and Performing Arts Education program (VAPAE) will leverage its impact by meeting the urgent need for more arts educators to advance Prop 28's goals of increasing equitable access to the arts for all K-12 students. Development of a degree or certificate program geared towards this purpose is a priority. The UCLA Arts Education Consortium—which includes representation from the Fowler, the Hammer, CAP UCLA, and our academic programs—will also continue to play an important role in increasing access to arts education for K-12 students and teachers and community organizations.

Cultivating Excellence: Empowering Faculty and Expanding Creative Horizons

The arts, like many fields, are undergoing a generational shift. Since 2019, over 50% of UCLA Arts' ladder faculty are new. This influx is driving curricular changes and will continue to reshape our pedagogical foundation as new artists and scholars join the school's faculty. Supporting faculty research is a crucial priority. Studio-based and arts research are highly specialized modes of inquiry at the university, but face limited funding and fewer opportunities compared to many of our peers at UCLA. We've recently refocused our small but vital faculty research awards on junior and mid-career faculty, but need to expand this resource to benefit all faculty. The school currently has only one endowed faculty chair; our goal for the next five years is to secure funding to establish endowed chairs in every department.

A vision is only as strong as those who bring it to life. The significant shift in our faculty has created a leadership and service gap that we must address through mentorship and support to cultivate the next generation of faculty leaders. As we nurture these emerging faculty leaders, we must also create endowed administrative chairs to assist faculty across all departments in taking on essential, but often overwhelming, service roles.

To foster greater cross-departmental collaboration at UCLA Arts—a long-standing interest that has yet to be fully realized—we need systemic strategies to better integrate faculty across departments, research centers, and public units. While our faculty are dedicated to interdisciplinary teaching and a broad definition of creative practice, entrenched departmental silos and traditional workloads have hindered collaboration and limited student access to the school's collective resources. We must rethink service commitments and establish administrative and funding mechanisms to encourage and support these collaborative efforts.

Strengthening Community Ties and Infrastructure

Our school's expertise in public programming and community-engaged research is crucial to UCLA's expanding presence in Los Angeles. We have a strong footprint of accepted proposals at UCLA Downtown, which we aim to activate and secure support for soon. Additionally, we are eager to activate theaters and public spaces at UCLA Research Park and relocate the Fowler Museum to a prominent, street-level position as part of UCLA's Lot 36 development. These expansions will deepen UCLA's ties to LA's diverse communities by enriching the vibrant Arts Corridor along Wilshire and Westwood, home to the Hammer Museum, the Nimoy, and the Geffen Playhouse.

In the last two decades, three of our four academic units and two of our public units have completed major facilities renovations. It is now imperative that we modernize and upgrade: Perloff Hall, home to our Department of Architecture and Urban Design; our world-class global arts and cultures-focused Fowler Museum, which has outgrown its current location and needs a home befitting its reputation and sizeable collections; and Royce Hall, which in 2029 will celebrate its 100-year anniversary. While the landmark bell towers of Royce Hall are a universally recognized symbol of UCLA, the theater itself is in dire need of upgrades and modernization without which it will struggle to fulfill its role as UCLA's central cultural and intellectual gathering point.

Developing an Engaged UCLA Arts Alumni Network

Alumni are vital to our school's identity, reputation, and global impact. Despite having over 17,000 alumni worldwide, including 7,000 in Southern California, UCLA Arts lacks a cohesive alumni relations program. To strengthen alumni relations, we must develop a program that connects current students, recent graduates, and seasoned alumni with a network of UCLA Arts professionals, fostering mentorship, career development, and lifelong learning. A robust alumni engagement strategy will expand our audience, build support, and better showcase our global impact by uncovering and sharing the remarkable achievements of our alumni.

CONCLUSION

At the School of the Arts and Architecture, we are committed to fostering a university that values and supports its faculty, staff, and students, providing spaces for robust civil discourse and debate. Our departments, research centers, and public units are leading the way in making change and redefining success as we step into UCLA's next chapter. With global events like the 2026 World Cup, LA28, and citywide Getty PST Art initiatives (UCLA Arts has the largest institutional footprint in the current PST Art), the world's attention will increasingly focus on Los Angeles. As we look to the future, UCLA Arts is poised to collaborate with our new Chancellor and the Chancellor's Council on the Arts to further integrate the arts across our campus. We also recognize the need to optimize existing initiatives and enhance support to alleviate staff strain and burnout. As peer institutions like USC, Stanford, Michigan, and Johns Hopkins launch bold, well-funded arts initiatives, UCLA must rise to the occasion. The School of the Arts and Architecture, with its world-class artists, scholars, curators, centers, labs, museums, and public venues, is ready to lead the way.

II. PRIORITIES & ACTIVITIES

DEEPEN OUR ENGAGEMENT WITH LOS ANGELES

Over the next five years, the School of the Arts and Architecture (UCLA Arts) will deepen our significant engagement with Los Angeles. Since UCLA's founding, the arts have provided the public with rich opportunities to connect with the university while our teaching, research, and creative activities have contributed to the city's rise as a global creative capital.

Priorities and Action Items:

1. Strengthen Community Ties on Campus and Across Los Angeles

- To deepen our ties to LA's diverse communities while enhancing our programs' visibility in Westwood, we will leverage our expertise in producing engaging arts experiences and community-engaged research at existing and new sites across the city—including UCLA Downtown and UCLA Research Park—in partnership with our academic departments, two museums, and performing arts program.
- Inventory and amplify the impact of our faculty-led research centers' community-engaged initiatives e.g. cityLAB, the UCLA Art & Global Health Center, Software Studio, UCLA Game Lab, etc.
- Forge strategic partnerships and deepen affiliations across campus, with community and cultural organizations, and with artists to boost visibility and reach more constituents. Examples include developing arts and wellness programs with UCLA Health, displaying student work with UCLA Housing & Hospitality, leveraging our significant presence in Getty PST and Frieze LA, collaborating with The Wallis, The Broad, Inner-City Arts, Homeboy Industries, LA Tourism, and others to increase community engagement.

2. Expand Impact of Arts Education

- Serve more K-12 students, families, and community members through our Visual and Performing Arts Education Program (VAPAE)* and UCLA Arts Education Consortium team which includes representation from the Fowler, the Hammer, CAP UCLA, and our academic programs. We will accomplish this goal by:
 - Developing a degree or certification program to train credentialed arts educators, helping the state meet the increased demand created by California's Proposition 28.
 - Formally establishing the schoolwide Arts Education Consortium to enhance collaboration and impact.
 - Securing funding to sustain and grow our arts education programs.

3. Cultivate an Engaged Regional Alumni Network

- Develop and activate strategies that inspire greater engagement with the approximately 7,000 UCLA Arts alumni in Southern California, including, for example, a robust career development and mentorship program for students and alumni; expanded platforms for showcasing alumni news and accomplishments (e.g. UCLA Arts Global Index); strategic engagement events and gatherings.

EXPAND OUR REACH AS A GLOBAL UNIVERSITY

Located at the edge of the Pacific Rim in a creative metropolis that draws 7.5 million global visitors annually, UCLA Arts serves as a powerful bridge, connecting people across geographies and cultures through art. Over the next five years, we will solidify our role as a global hub and destination, leveraging our existing global engagement to deepen connections and impact, bringing the world to LA and UCLA to the world.

Priorities and Action Items:

1. Elevate and Expand Globally Engaged Curricula, Research, and Creative Activities

- Inventory, assess, promote, and grow support for our faculty's globally engaged research and creative projects.
- Explore strategic international partnerships that offer mutual benefits for students, faculty, and global partners, such as a bilateral MOU between UCLA Arts and the University of São Paulo, facilitating faculty and student exchanges and shared teaching initiatives on art, activism, and curatorial practice; xLAB's recent research collaboration, Living with Disaster, with 10 Pacific Rim universities; and opportunities for students, faculty, and alumni to present their work in international venues.

- Better leverage and deepen UCLA Arts' engagement with global artists and thinkers and LA's intrinsically global artistic community to benefit our students, faculty, and the public.
- Secure institutional and philanthropic support for globally engaged faculty research, study abroad, and exchange programs.

2. Cultivate an Engaged Global Alumni Network

- Develop and activate strategies that inspire greater engagement with and support from our 10k + alumni across the globe; leverage communications platforms to showcase global alumni news and accomplishments.

3. Showcase UCLA Arts on the Global Stage

- Leverage major global events in Los Angeles, such as the 2026 World Cup, LA28 Olympics, PST Art, and Frieze LA, to showcase UCLA Arts' global significance and engage both international visitors and LA's diverse global communities.
 - Partner with UCLA Housing & Hospitality (2024-25) to display student work in residential and hospitality buildings, forming the backbone of the LA28 Olympic Village.
 - Develop strategic campaigns to promote existing arts resources and programs during high-profile events like LA28, the World Cup, Frieze, and PST Art.
 - Assess the expansion of UCLA AUD Global Index into a schoolwide platform to showcase UCLA Arts' global impact.

ENHANCE OUR RESEARCH AND CREATIVE ACTIVITIES

UCLA Arts is dedicated to shaping the future of arts and culture while addressing global challenges. Despite our world-class roster of creative practitioners and scholars, securing funding, resources, and space for their work remains a challenge, as does fostering cross-unit collaboration within and beyond the school. By overcoming these obstacles, we will elevate UCLA Arts' research and creative activities.

Priorities and Action Items:

1. Increase Support for Faculty Research and Creative Work

- Advocate for and streamline grant and research funding administration at the school and campus levels.
- Expand faculty research awards to recognize and incentivize outstanding contributions.
- Secure funding to establish endowed chairs in every department, ensuring sustained excellence.
- Forge strategic partnerships with non-arts campus units to unlock funding opportunities for arts research.

2. Cultivate Cross-Departmental Collaboration and Innovation

UCLA Arts will implement strategies to encourage faculty-driven cross-departmental and cross-campus collaboration, creating a more connected and interdisciplinary community of researchers and artists.

- Establish a resource in the Dean's Office to support faculty research by maintaining an inventory and accessible database of ongoing research and creative activities across UCLA Arts, promoting awareness and collaboration.
- Encourage collaborations between academic departments and with public arts units on curricula, research, and projects centered on shared themes such as social justice, climate justice, and the intersection of AI and the arts.
- Identify curricular partnerships with campus research centers, labs, and departments to enhance creative research and foster cross-disciplinary synergy.
- Stimulate informal, organic cross-departmental interactions by de-siloing labs, workshops, and gathering spaces, and leverage future off-campus spaces such as UCLA Downtown, UCLA Research Park, and Lot 36 to further collaborations and interdisciplinary programming.
- Expand interdisciplinary training by creating opportunities for graduate students to teach introductory arts practice classes accessible to all students across the school.

3. Foster Artistic Development and Community Engagement

- Provide faculty and visiting artists with opportunities to present their work-in-progress to an audience, a critical step in the creative process that also enhances community engagement.
- Leverage UCLA Downtown and UCLA Research Park to support this effort and build partnerships within UCLA and with external cultural and community organizations to enhance these opportunities.

ELEVATE HOW WE TEACH

UCLA Arts equips students with the skills, experience, and confidence to become the next generation of cultural leaders. Guided by our core values, we will continue to harness the dedication of our faculty and staff to meet evolving student needs and elevate the teaching and learning environment, fostering community engagement, inclusion, and creative excellence.

Priorities and Action Items:

1. Strengthen Community-Engaged Teaching

- Leverage unique opportunities for community-engaged teaching rooted in our pedagogical model and studio-based practices.
- Collect data and maintain inventory of community-engaged teaching, research, and creative activities.
- Encourage and support community-engaged teaching across programs and ensure that the UCLA Arts community is aware of campus funding and resources available to support these initiatives.
- Expand student access to community-engaged courses and activities.

2. Foster Inclusive and Responsive Pedagogy

- Expand and enhance inclusive teaching practices across all instructional modalities (online, hybrid, on campus), tailored to our studio-based practices and K-12 programs.
- Develop, maintain, and share best practices for inclusive pedagogy.
- Collaborate with campus partners to ensure accessibility and effective use of technology in course design.
- Incentivize and reward innovative approaches that integrate anti-racism, equity, diversity, and inclusion into all programs and initiatives.
- Regularly review, update, and share progress on the UCLA Arts AEDI Strategic Plan, while identifying strategic partnerships with research centers and departments to support these efforts.

3. Elevate Teaching through Cross-Departmental Collaboration

- Leverage administrative and funding mechanisms that encourage and facilitate co-teaching across departments
- Develop opportunities for graduate students to teach hands-on “making” courses accessible to students from all departments.
- Encourage deeper engagement across academic programs and public arts units in development and delivery of curricula and public programs.

4. Elevate Teaching through Faculty Development and Student Mentorship

- Create onboarding programs to equip instructors with the skills to deliver inclusive teaching excellence that meets the diverse needs of UCLA Arts students.
- Ensure professional learning experiences and opportunities for exchange to support faculty and instructors in their teaching development.
- Provide graduate student teaching assistants with enhanced training and resources.
- Develop schoolwide career development program to identify internship & mentorship opportunities for students.
- Promote and expand career events, ensuring broader access and participation across all departments.

BECOMING A MORE EFFECTIVE INSTITUTION

UCLA Arts is a dynamic organization adapting to the evolving arts landscape while navigating changing administrative structures and priorities at the university. Despite our relatively smooth operations, the decentralized nature of UCLA Arts as well as aging facilities leads to inefficiencies and challenges. To fulfill our potential and withstand the uncertainties of our times, we must advocate at the campus level for arts-friendly policies and establish sustainable, collaborative, and effective practices that foster excellence, innovation, and synergy across our programs. .

Priorities and Action Items:

1. Strengthen Institutional Support and Financial Resilience

- Increase faculty research funding; collaborate with faculty and Office of Research and Creative Activities to streamline and ease administration of grants and use of funds.
- Advocate for arts-friendly policies and simplified administrative processes to mitigate obstacles in procurement, fundraising, and event planning at the school and campus levels.
- Increase revenue through summer programs, professional certificate programs, and facility rentals.
- Increase public and private funding to support students, faculty, critical initiatives, and capital projects; strengthen partnerships with industry, government, and nonprofits to bolster this effort.

2. Modernize Critical Infrastructure to Support UCLA Arts' World Class Programs in the 21st Century

- Complete a feasibility study and fundraise for Perloff Hall's renovation.
- Secure near-term auxiliary facilities and develop long-term plan to expand/relocate the Fowler Museum, which has outgrown its current location and needs a home befitting its collections and programs.
- Modernize Royce Hall with state-of-the-art technology.
- Enhance accessibility of Broad Lawn to meet ADA compliance.
- Reimagine Broad Lawn as an environmentally friendly, multipurpose space for the community.

3. Enhance Operational Excellence and Institutional Culture

- Optimize critical administrative functions in HR, finance, academic personnel, development, strategic communications, enrollment management, and IT.
- Audit existing systems and processes to identify inefficiencies and areas for improvement including development of a comprehensive onboarding process for staff and faculty.
- Inventory and audit labs, maker spaces, and other shared resources and develop a shared facilities and resource plan to boost useability, productivity, cross-departmental collaboration, and student experience.
- Clarify, update, and deploy cohesive UCLA Arts assets, including website and intranet, to support greater legibility, useability, and efficiency while fostering institutional culture.

4. Implement Data-Driven Insights and Strategic Planning

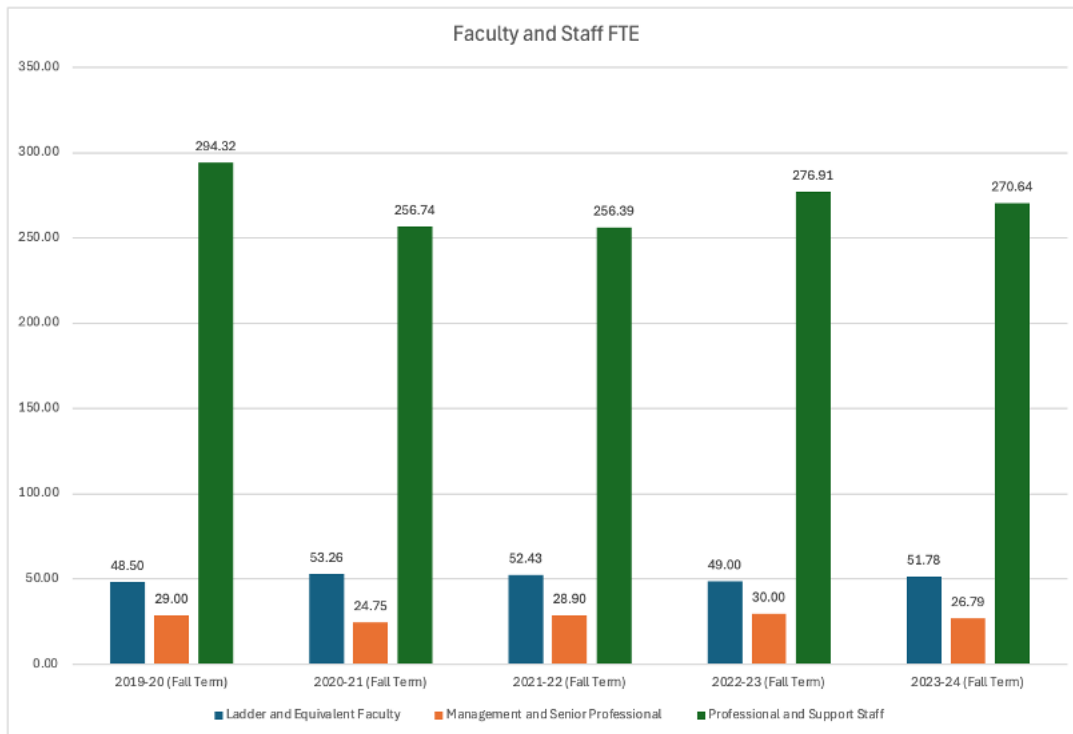
- Establish sustainable capture and analysis methodology to track essential data including research, creative activities, and accomplishments of our faculty, alumni, students; audience statistics and demographics; private and public funding; and more to inform decision-making, planning, and storytelling. Consider developing an Annual Report to highlight achievements.

III. INCLUSIVE EXCELLENCE

The UCLA School of the Arts and Architecture remains dedicated to fostering an inclusive environment that embodies the values of UCLA, and anti-racism, equity, diversity, and inclusion (AEDI). Our commitment aligns with UCLA Arts' AEDI Strategic Plan, which aims to transform our school's climate and culture.

Current Areas of Strength Embodying Inclusive Excellence:

1. Diversity in Recruitment and Hiring. Building upon the foundation laid out by the AEDI Commission, we are proactively recruiting new faculty and staff. We seek candidates from diverse backgrounds, experiences, and identities (abilities, gender, sexual orientation, religion, etc.). Since 2019, we have recruited 21 new ladder faculty and 113 career staff.



2. Inclusive Curriculum Development. In alignment with the UCLA Arts AEDI Strategic Plan, we are working to create a responsive learning environment by deconstructing Eurocentric and white-supremacist academic models through inclusive curricula and pedagogies.

3. Development and Integration of the UCLA Arts AEDI Strategic Plan. The AEDI Commission's work during the summer and fall of 2020 resulted in a set of recommendations and a framework for the school's broader strategic plan. This plan places anti-racism, equity, diversity, and inclusion at the center of our vision for the future. AEDI initiatives have been integrated into various aspects of our school's activities, including the Dean's Student Council, Faculty Executive Council, Staff Council, Dean's Office, Facilities, and Department Chair and Public Arts Unit Director meetings. We continue offering workshops and training programs for faculty and staff to enhance their knowledge and skills, focusing on arts and architecture-specific contexts. In May 2023, our Associate Dean for AEDI led an event for students, staff, and faculty focused on reconnecting with our individual and collective legacies, identities, gifts, and values, while also building new tools and renewed capacity to advance the school's essential AEDI work.

4. Local and Global Reach. The UCLA Arts community has a longstanding and profound commitment to inclusive excellence, which is evidenced in how our community's teaching, research, and service engages diverse communities and populations across the city and world. As noted earlier in this document, our faculty, students, and alumni have conducted research, presented work, and shared their talents and knowledge on all seven continents across the globe, and throughout Los Angeles County. Our programs feature public performances and presentations of work, opportunities for students to gain experience in the city's leading cultural institutions, and provide much-needed arts education programs for underserved populations.

These achievements reflect our ongoing commitment to Inclusive Excellence, guided by the UCLA Arts AEDI Strategic Plan, and underscore our dedication to fostering an inclusive and diverse environment within the school.

Areas for Improvement in Inclusive Excellence

1. Faculty and Staff Diversity Enhancement. While we have made strides in diversifying our faculty and staff, there is room for improvement. To address this, we will implement a comprehensive plan over the next five years. This plan includes:

- a. Recruitment Strategies: We will develop outreach strategies that actively seek to reach prospective applicants from historically underrepresented backgrounds.
- b. Robust Mentorship Programs: Provide mentorship programs to support diverse faculty and staff, providing them with the resources and guidance needed to excel.
- c. Diversity Training: Implement ongoing diversity and inclusion training to foster a more inclusive and welcoming environment.

2. Enhancing Accessibility and Accommodations. Accessibility remains a priority. To improve inclusivity in this area, we will:

- a. Accessibility Audits: Conduct regular accessibility audits of physical spaces, digital resources, and technology.
- b. Implementation of Changes: Implement necessary changes based on audit results within a three-year timeline.
- c. Workshops and Training: Provide workshops and training to faculty and staff to ensure they are well-informed about accessibility requirements.

3. Inclusive Leadership Development. To cultivate inclusive leadership skills in our faculty, staff, and students, we will:

- a. Provide opportunities for our community to participate in programs: Identify existing and/or develop new leadership development programs that focus on inclusive excellence, diversity, equity, and inclusion.
- b. Program Feedback and Assessment: Regularly assess the number of participants and program satisfaction.
- c. Continuous Improvement: Continually refine these programs based on feedback and best practices.

Resources Needed for Advancing Inclusive Excellence

1. Financial Support. Request additional funding to support the recruitment of diverse faculty and staff, mentorship programs, diversity training, and accessibility improvements.

2. Training and Professional Development. Allocate resources to develop and deliver diversity and inclusion training programs, workshops, and resources for faculty, staff, and students.

3. Infrastructure Improvements and Investment. Secure funding for infrastructure improvements to enhance accessibility and inclusiveness, including ramps, elevators, accessible technology, and facilities that welcome peoples of all identities (cultural, gender, etc.). Address long standing maintenance and facilities issues including repairs, upgrades, and renovations.

4. Collaboration and Partnerships. Seek mutually beneficial partnerships with community organizations and other relevant institutions to share resources, expertise, and best practices in promoting inclusive excellence.

5. Staff and Faculty Positions. As needed, create new positions or roles dedicated to inclusive excellence efforts to ensure there is adequate personnel to drive these initiatives.

6. Technology and Tools. Invest in technology and tools that enhance accessibility in digital resources and help in tracking progress towards inclusive excellence goals.

By securing these resources and following through with our outlined plans for improvement, we are confident in our ability to further advance the UCLA School of the Arts and Architecture's capacity for inclusive excellence and ensure a welcoming and diverse environment for all members of our community.

IV. Strategic Plan Refresh Process

Strategic Planning Process and Stakeholder Engagement

UCLA Arts engaged broadly with our students, staff, faculty, and other stakeholders throughout the development of this strategic plan refresh. Strategic planning at our school originally commenced in the fall of 2019, paused with the onset of the Covid-19 pandemic, pivoted in June 2020 to developing a focused strategy for integration of anti-racism, equity, diversity, and inclusion as a foundational principal at the school; restarted the broader strategic planning process in the fall of 2022, and finally focused the final stretch of our strategic planning process to align with UCLA's 2023-2028 Strategic Plan: Creating the Future upon receipt of then Executive Vice Chancellor and Provost Darnell Hunt's request for unit level strategic plans in January 2024. A summary timeline of our process and stakeholder engagement efforts follows:

2019-2020

Oct. Announcement of UCLA Arts Strategic Review to students, faculty, staff
Dec.-Feb. Formation of Strategic Planning Steering Committee comprised of 10 faculty and staff from across school
Feb.-March Steering committee meetings to design the strategic planning structure and process; initial brainstorming
June 3 Schoolwide community forum and listening session
June 19 Anti-Racism, Equity, Diversity, and Inclusion Commission formed to develop AEDI Strategic Plan - the 18-member Committee included students, staff, and faculty representation from across the school
Oct. AEDI Commission hosts UCLA Arts Public Square to garner community feedback on AEDI Strategic Plan

2021 Finalize UCLA Arts AEDI Strategic Plan, initiate implementation of plan including search for Associate Dean, AEDI, preparation for climate assessment, commencement of curricular review, and development of departmental specific AEDI strategic plans. With the persistence of the COVID-19 pandemic, some of these initiatives required more time as did the relaunch of our broader strategic planning process.

2022

Mar.-Sep. UCLA Arts Climate Assessment (student, faculty, and staff surveys + focus groups by expert consultant)
Nov. Establish Strategic Planning Phase 2 Steering Committee of 10 faculty & staff from across school
Nov. 2 Climate Assessment Virtual Town Hall: present report and solicit feedback/comment from community
Dec. Strategic Planning Phase 2 Kick-Off

2023

Jan.-Dec. Phase 2 Strategic Plan ideation and development (approx. 6 committee meetings/discussion)

2024

Jan.-Feb. Pivot to develop strategic plan in alignment with UCLA's Strategic Plan per EVCP request
Feb. Share draft plan; integrate feedback from UCLA Arts Dean's Executive Group (faculty & staff leadership)
Mar.- Jun. Shared updated draft plan with Phase 2 Steering Committee; integrate feedback
Jul.-Aug. Interim Dean's review of draft plan; integrate feedback
Sept. Final review draft plan from Phase 2 Steering Committee; integrate feedback
Sept.-Oct. Share UCLA Arts Strategic Plan Refresh 2023-2028 with students, faculty, staff and solicit feedback
We reached out to our community via 3 dedicated emails and 2 school newsletters, which yielded 4074 opens, 199 click throughs to the strategic plan and 48 click throughs to the feedback form. We received 11 responses from 7 staff, 2 faculty, and 2 students.
Oct. 3-11 Integrate final comments and feedback
Oct.15 Deliver final UCLA Arts Strategic Plan Refresh to Interim Chancellor Hunt

Lessons Learned & Key Takeaways

Over nearly five years and through many phases of our strategic planning process, we have gained several important insights.

- Perhaps the most significant lesson is that caretaking within UCLA Arts has a distinct meaning compared to other areas of campus. Our community's needs and values shape this concept in ways that differ from the broader campus context.
- To be most effective, a strategic plan must not be a static document with a fixed endpoint. It must remain responsive and adaptive to the evolving needs of our community. To be most useful, it should serve as a tool, framework, and springboard for sustained and ongoing conversations and growth.
- Another key takeaway is the recognition that, while our school consists of many distinct units, each with its own identity and programs, we are united by shared values, interests, and goals. Our collective commitment to social practice, interdisciplinarity, innovation, and the creation of new knowledge through the arts brings us together. These shared principles define who we are as a school.
- It's also essential that both we and the broader university recognize that the arts are inherently public. Much of the work we produce is meant to be seen and experienced by an audience, setting us apart from other disciplines. This public-facing nature is a core aspect of our identity.
- We have also learned the importance of balance. We recognize that sometimes less is more, and that aligning workloads with capacity and available resources is crucial. Working smarter, not harder, will be a guiding principle moving forward—one we hope to instill in all aspects of our teaching, research, and service.
- Finally, through this process, we have gained a deeper understanding of who we are, what we value, and what we excel at as an institution—qualities that set us apart within the larger ecosystem of higher education in the arts. This self-awareness will be key to how we advance the goals of this strategic plan.

Next Steps for Implementation

To successfully implement the vision and goals outlined in this strategic plan, our next steps will focus on a few key actions. First, we will conduct a methodical review of our priorities and actions to determine the necessary resource and time allocations to move them forward. Next, we will present the final plan to the school's key organizational bodies—including the Faculty Executive Committee, the Dean's Student Council, the Dean's Cabinet, and Staff Advisory, etc.—to assess how each group can contribute to fulfilling the plan's objectives. Additionally, we will advocate at the campus level for the necessary support and policies to ensure the plan's successful implementation. Finally, we will share the plan with the UCLA Arts Board and other stakeholders, whose support will be essential in advancing its goals.