

Support Services Review
For
Arts and Humanities

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Introduction: In this Support Services Report, the Division of Arts and Humanities at Austin Community College reflects on administrative responsibilities and its support to the ACC community, including students, staff, adjunct faculty, full-time faculty, and department chairs in the division and in the general college culture. We will follow the general outline provided by the Office of Institutional Effectiveness. This outline asks “Five Fundamental Questions” and we will follow this format.

The division of Arts and Humanities consists of seven departments and one center—Art; Creative Writing; Dance; Drama; English for Speakers of Other Languages (including signers of ASL); Foreign Languages; Philosophy, Humanities, and Religion, and the Gallaudet University Regional Center. The division office consists of the Dean of Arts and Humanities, the Administrative Assistant to the Dean, and two hourly workers. The division as a whole consists of five Administrative Assistants, two Art Specialists, two Lab Technicians, one Theater Production Coordinator, one ESOL Assessor, two ESOL Tutoring Specialists, two College Associates, one Instructional Associate, one Director of the Gallaudet Center, one Program Manager of the Gallaudet Center, 43 Full-Time Faculty (seven of whom serve as Department Chairs, and two of whom serve as Assistant Deans, and approximately 175 Adjunct Faculty.

Question 1. “What are the primary services or outcomes provided by the support service area and what is the impact of those services and outcomes on students and other key stakeholders?”

The primary services that the Office of the Division of Arts and Humanities provides, within the guidelines of the college academic rules, are

- To approve faculty teaching loads,
- To initiate and approve faculty hiring and compensation,
- To supervise the compliance with safety regulations in classrooms and labs,
- To supervise curriculum development,
- To supervise and coordinate student adds and drops in the division,
- To approve and supervise course offerings,
- To coordinate faculty evaluation,
- To coordinate election of department chairs,
- To coordinate and approve faculty travel,
- To coordinate the process of handling faculty difficulties and complaints, and
- To coordinate student grade appeals.

The secondary services of the Division of Arts and Humanities are

- To initiate partnerships between departments, the division, and civic organizations;
- To initiate, coordinate, and supervise grants that further the mission of departments and the division;
- To organize and support the college Arts and Humanities Festival, Carnival ah!; and
- To organize publicity and marketing for programming in the division.

The impact of the office of the Division of Arts and Humanities upon students, faculty, and other key stake holders is

- Timely and accurate payment of faculty;
- Timely and accurate resolution of student and faculty difficulty and complaints;
- Timely and accurate coordination of meeting deadlines for scheduling, hiring, curriculum changes, technology purchases, and other related college functions;
- Timely and accurate distribution and collection of faculty evaluation forms; and
- Timely and accurate dissemination of information about department and division programs.

Question 2. What are the strengths, weaknesses, opportunities, and threats present that enhance or hinder the unit's ability to provide those services and meet expected outcomes during the next five years.

The Division of Arts and Humanities held a SWOT analysis meeting on April 1, 2011 that identified the following:

Strengths

Infrastructure

Steamroller printing project
Increased visibility for ACC/AH
New gallery space
Improved parking
Central location
Bldg 3000
Study abroad
III Massive growth

Cultural Sensitivity

Diverse experience and ability
II Diversity

Responsive

Students have ready access to
Admin/Dean/Faculty
Special needs are accommodated and respected
Caring
Student-centered teaching

Human assets

Intelligent people
III Good people to work with
Interesting people to work with
Expansive
Humor
Desire and ambition
Commitment to Excellence
Positive Attitude

I = repeated comments

Respect / communication

Dean cares and communicates
Respectful communication
Receptive- good listener
Caring
Dean = advocate
Access to chairs/Dean
IIIIII Support
Open and understanding
Responsive
Willing to try new things
Engagement

Faculty

A&H has clear goals and leadership
Cooperative
Empowered Dept. Chairs
Commitment to students
Passion for teaching
III Great faculty
Collaboration

Creative Personalities

Austin-tatious
Right-brain thinking
Innovation
Explorative
AH!

Community

Civic
Connections with community
IIIIII Carnival AH

EAST
Art sales

Weaknesses

FT/ADJ Ratio

Division btwn FT and Adjuncts

III Adj. integration

Lack of support/structure for new Adj.

A&H role at ACC

Low graduation rate

Lack of gallery space

lack of exposure for student work

vulnerable to those who don't value A&H

Organizational Structure / Admin

II Slow processes

Too busy

Leadership over-commits

Paperwork procedures

Accommodation of personality vs job description

"This is how it is" VS "this is how it could be"

Reactive VS proactive

Too diverse-scattered/sprawling

Lack of common vision/mission statement

Lack of transparent support services

Communication

Procrastination: faculty & staff

Unclear job descriptions

III Lack of accountability

Lack of inclusion in planning

Low department unity

Low collaboration

Lack of community among departments

Slow/poor communication

Lack of clarity about processes

Low engagement in self assessment

Unclear channels

Financial

Not enough \$\$\$

IIII Budget

Access and process

Tech

Understanding of

Use of tech to engage students

Use of tech to improve efficiency

Facilities

Physical separation in ACC

Space

Lack of creative arts venue

Lack of reading space

Lack of dance space

Small classrooms

ASL – ESOL

ASL /ESOL is hidden in Division

Marketing of ASL/ESOL program

Quality and priority

Interpreting services

Opportunities

Marketing

More use of video
Develop video for promoting and publicizing
Increase visibility
Increase access for faculty and students
More (better) use of website
Train faculty to use social networking
Advertise and recruit
Hire social network manager for A&H

Community

Integration of service and community connections
Community partners
Fundraising
New programming
Provide workshops for community
Host statewide high school art contest
Opportunity to offer more inter-dept training
Develop new literary prize and publications

Increased Enrollment

Collaboration w/ other programs and faculty
ASL
Educate other A&H faculty about role and importance of ASL
Educate A&H fac about role & importance of ASL
Expand enrollment for D&HH students
Create a 'deaf space'
Become leading model of ASL-ESOL programs

Professional Development

Expand opportunities for fac. to travel
Make better use of PEP: give it teeth
More study abroad programs

Facilities

Creative writing/art lab
III RGC renovation
Dedicates arts campus
Expand facility
Another dance studio on 12th st
Growth

Ambition

New ft staff
III Hire more ADJ as FT
Offer more classes
Hire more deaf fac FT

Threats

New President

Won't value A&H
Won't support existing programs
General upheaval
Hiring new team at top
Doesn't want us to have new gallery space
Re-org
Lack of focus on ASL

Government

Imposed mandates by state governments
Wretchedly ignorant legislators
III Program cuts
IIIIII Budget cuts
Capture 360 access
HB1 / SB1
Class cuts
III Faculty cuts

Anti-Arts Attitude

Lack of education about value of arts
View of arts as 'not useful'
Perception of arts as non-essential
Internal complacency
Complacency among faculty
Acceptance of mediocrity
Shoot self in foot
Lack of ambition/enthusiasm
Lack of individual responsibility
Internal lack of communication

Facilities

Lead: cancer
Art studio renovation
III Budget cuts
Biology lab

Safety

Random violence

III Guns on campus

Unstable students/faculty

Question 3. Using the answers to the first two questions, what improvements to primary services and/or intended outcomes will occur during the next five years?

Based on our SWOT analysis, the following improvements are planned for the next five years:

1. Define and strengthen the Division Office Team (CAs, webmaster, graphic designer, administrative assistants)

- a. Clarify roles and responsibilities of each team member
- b. Create a master plan for division projects that tracks tasks and responsibilities
 - i. Will facilitate more proactive and strategic workflow
- c. Coordinate efforts between administrative assistants
 - i. Improve adherence to operational and administrative standards
 - ii. Increase communication and cross-training
 - iii. Facilitate staff development
 - iv. Provide consistent support for departments

2. Support for new faculty

- a. Create orientation handbooks that are division and department specific
- b. Utilize mentor program to provide ongoing guidance

3. Promote Arts and Humanities courses, events, performances and exhibitions

- a. Within ACC
 - a. Personalized invitations with free tickets mailed to ACC board members
 - b. Monthly schedule of events (in addition to annual calendar) that will be printed and posted at every campus as well as posted on the website and distributed via email
 - c. Utilization of social media
 - d. Upgrade and maintain division and departmental websites
 - e. Create videos that promote departments and specific course offerings
 1. Use the videos to promote arts and humanities classes
 2. Videos will be posted on the website and can be used for a variety of recruiting purposes
 3. Special emphasis on hard-to-fill classes
 - f. Carnival ah!
 1. Showcase each department
- b. In the community

- a. Strengthen and expand community partnerships to increase opportunities for student performance and exhibition of work
 - 1. AMOA / Laguna Gloria
 - 2. ProArts
 - 3. Downtown Arts Alliance
 - 4. VSA
 - 5. Pumphouse
 - 6. E.A.S.T.
 - 7. State Theatre
 - 8. Long Center
 - 9. Zach Scott
 - 10. Salvage Vanguard
 - 11. Resistencia
 - 12. Domy Books
 - 13. Monkeywrench Books
 - 14. Daugherty Arts
- b. Produce and sell book of faculty artwork
 - 1. Use proceeds for scholarship awards
- c. Create and periodically update the Austin Poets Directory
- c. For prospective students
 - a. Create open-house events for local high school and home school students
 - 1. Use promotional videos created in the division
 - 2. Showcase examples of student work

Question 4. How will the unit measure the extent to which planned improvements have resulted in better service or intended outcomes for students or other key stakeholders?

To measure the effectiveness of the planned improvements, OIEA will monitor the following performance indicators:

| Improvement | Measure | Baseline | Target |
|--|------------------------------|-----------------|--------------------------------|
| Define and Strengthen Division Office | Customer Satisfaction Survey | TBA | 50% Improvement over 5 years |
| Support New Faculty | Customer Satisfaction Survey | TBA | 50% Improvement over 5 years |
| Promote A&H Courses, Events, Performances, and Exhibitions | 1. # items of advertising | 20 | 100% Improvement over 5 years |
| | 2. Partnership/Collaboration | 2 | Add 1 per year over 5 years |
| | 3. Open Houses/HS students | 0 | Add 1 School/year over 5 years |

Question 5. How will the planned improvements align with and contribute to the Mission and Intended Outcomes of Austin Community College?

The planned improvements in the Division of Arts and Humanities will support ACC’s Mission and Intended Outcomes through enacting the college’s stated values of Communication, Access, Responsiveness, Excellence, and Stewardship. All three planned improvements focus on these values, especially, communication, access and responsiveness.

The planned improvements will, in particular, support the college’s goal of establishing measure to assess:

- A teaching and learning environment that encourages students to be active, life-long learners;
- Accessible post-secondary and higher-education programs and services for all who qualify and have the ability to benefit;
- Enrollments reflecting diverse and traditionally underserved populations in numbers that represent the local population of our Service Area;
- Efficiently administered programs and services that create an institution that is a good place to work, learn, and otherwise experience the higher-education process.

The Office of the Division of Arts and Humanities does not have direct contact with students. Our contact with students is through the departments in the division and through the faculty of the departments. We have our greatest affect upon students and student learning by following the principals of Servant Leadership that the college has adopted. One way we serve our departments is through clear communication, fair and consistent adherence to college processes and policies, and through appropriate responsiveness to issues as they arise. A second way we serve our departments is by providing organizational structures and support for engagements with the Austin community in the arts and humanities. These may be arts and cultural institutions, other colleges, and high schools. We believe our improvement plan enacts these responsibilities.