

COLLEGE OF VISUAL AND PERFORMING ARTS

STRATEGIC PLAN

2023-2028

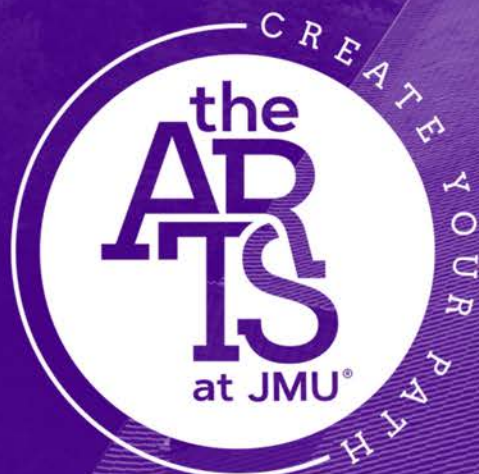


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Mission and Vision

Mission

The College of Visual and Performing Arts empowers our communities to collaborate, envision, and achieve their creative and professional aspirations. We explore the arts and design as a vehicle for cultural advancement, transformation, and engagement.

Vision

To cultivate opportunities within our communities, empowering individuals to create their own paths toward a lifetime of growth, success, and fulfillment.

Values

Collaboration

We embrace collaboration to learn and generate ideas and outcomes that are strengthened by diverse contributions.

Critical Inquiry

We seek to understand multiple perspectives and create new ideas to center our work within the contemporary global dialogue.

Integrity

We are committed to a learning community defined by honesty, ethics, fairness, and transparency.

Creative Excellence

We cultivate creative and intellectual explorations through impactful experiences, seeking to challenge the boundaries of innovative pursuit.

Inclusivity

We celebrate a diverse community where everyone can achieve their artistic and design ambitions.

Transformation

We foster a transformative educational environment emphasizing personal development and professional growth.

CVPA Areas of Strategic Focus, Goals, and Objectives

Strategic Focus #1



RECRUITMENT

Strategic Focus #2



INTENTIONAL CHANGE AND FLEXIBILITY

Strategic Focus #3



COMMUNITY AND RESILIENCE

Strategic Focus #4



FACULTY AND STAFF DEVELOPMENT



Strategic Focus #1

RECRUITMENT

GOAL 1

By August 2023, CVPA will develop a plan for PR/Marketing and recruitment efforts to increase our visibility. The plan will be implemented in the 2023-2024 academic year.

OBJECTIVE 1

CVPA will increase funding for out-of-state recruitment by giving each school \$2,500.

OBJECTIVE 2

CVPA will hire a Graduate Assistant to support the Director of Marketing and Branding in these efforts.

OBJECTIVE 3

CVPA will coordinate all the PR/Marketing efforts in each school/area through monthly meetings with relevant stakeholders and the Director of Marketing and Branding.

OBJECTIVE 4

CVPA and the schools will assess the efforts of the plan and make corresponding adjustments for the next recruitment cycle.



GOAL 2

By August 2023, the recruitment team will review the CVPA admissions procedures and requirements and make recommendations to improve accessibility and equity.

OBJECTIVE 1

In 2023, meet with the recruitment team to evaluate the language on our CVPA applications to ensure language is clear and with the intention of removing potential barriers.

OBJECTIVE 2

When evaluating applicants remotely, we will make the application process more streamlined. By the end of 2024, we will have at least one additional offsite portfolio/audition opportunity and streamlined process.

OBJECTIVE 3

For 2023 and beyond, receive a continued commitment by each School to cover prospective students' CVPA SlideRoom applications.

OBJECTIVE 4

To highlight affordability for potential applicants, by August 2023 create links from CVPA application process to Financial Aid estimators. In the same timeline, expand drip campaign marketing to include an email about financial aid.



GOAL 3

By Spring 2024, the CVPA Recruitment Committee will allocate new resources that result in a 10% increase in applications by 2025.

OBJECTIVE 1

During the fall 2023 semester, the CVPA Recruitment Committee will create a needs-based prioritized list of actions on behalf of recruitment.

OBJECTIVE 2

Spring semester 2024, the CVPA Recruitment Committee will present this list to the Dean and AUH of the schools.

OBJECTIVE 3

Each year thereafter the CVPA Recruitment Committee will meet with CVPA leadership to report the effectiveness of their funded items and recommend their continuation or discontinuation.

OBJECTIVE 4

Each year thereafter the CVPA Recruitment Committee will review and refresh their prioritized list to reflect current trends and the changing landscape of enrollment in the arts at JMU.

Strategic Focus #2

INTENTIONAL CHANGE AND FLEXIBILITY



GOAL 1

Review curriculum across the college for options to increase flexibility and choice and develop a strategy to take advantage of the collaborative and integrative teaching supported by the Office of Creative Propulsion by May 2027.

OBJECTIVE 1

Create a task force comprised of faculty involved in curriculum review from all three schools and representation from OCP by October 2025.

OBJECTIVE 2

Work with AUHs and school faculty to align recommendations from the task force with curriculum restructuring efforts already ongoing within schools.

OBJECTIVE 3

Develop a process for inviting collaborative and integrative teaching opportunities for faculty not in the cohort by fall 2026.

OBJECTIVE 4

Charge task force with making recommendations by the end of academic year 2026-2027.

Strategic Focus #2

INTENTIONAL CHANGE AND FLEXIBILITY



GOAL 2

Develop opportunities to include student presence on college committees and input in college proceedings by the end of fall 2025 for implementation in spring 2026.

OBJECTIVE 1

Students will be invited to have a representative on the Dean's Advisory Council.

OBJECTIVE 2

Offer a meeting/open forum for students with the Dean or designated representative/s from the Dean's office once every fall.

OBJECTIVE 3

Create methods to collect student feedback digitally throughout the year.

Strategic Focus #3

COMMUNITY AND RESILIENCE

GOAL 1

By December 2026, CVPA will develop and implement an action to more fully develop a sense of community amongst CVPA faculty, staff, and students.

OBJECTIVE 1

By the end of the 2026 Academic Year, CVPA will have developed and implemented a schedule of opportunities for faculty, staff, and students to cultivate a greater sense of community and belonging at the college-level.

GOAL 2

By May 2027, CVPA will research and develop a plan for increasing resilience in the face of our rapidly changing environment.

OBJECTIVE 1

By December 2025, CVPA will have developed and begin implementation of a schedule of opportunities for faculty, staff, and students in change management.

OBJECTIVE 2

Assessing and developing our change management initiatives, by area.



GOAL 3

By June 2026, CVPA will develop and implement targeted efforts to nurture student well-being.

OBJECTIVE 1

By June 2026, CVPA will have partnered with Student Affairs to broadly communicate available resources for emergencies, mental health crises, and contacts or reporting Title IX incidents.

OBJECTIVE 2

By June 2026, CVPA will have planned and implemented a wellness event series with outside facilitation supporting students within CVPA.

OBJECTIVE 3

By June 2026, CVPA will have planned and implemented a wellness event series with outside facilitation supporting faculty within CVPA.



Strategic Focus #4

FACULTY AND STAFF DEVELOPMENT

GOAL 1

By May 2024, CVPA and the Schools will complete an equity workload audit, review the results of the audit, and create an implementation plan based on those results.

OBJECTIVE 1

By August 2023, each School will have identified a select committee to represent the faculty in the equity workload audit.

OBJECTIVE 2

Each School committee will meet regularly to work on the audit, and regularly engage their faculty in the process.

OBJECTIVE 3

CVPA will host 4-6 facilitated sessions in support of the audit.

GOAL 2

By May 2025, CVPA will develop and implement a plan to allocate resources in support of faculty/staff wellbeing.

OBJECTIVE 1

CVPA will increase funding towards faculty/staff well-being efforts by \$5,000 in 23-24 academic year.



OBJECTIVE 2

CVPA will work with Schools to identify 4 opportunities to celebrate as a community over the 23-24 academic year.

OBJECTIVE 3

CVPA will host at least one well-being expert in a workshop for the 23-24 academic year.

GOAL 3

By May 2025, CVPA will develop and implement a plan to appropriately resource faculty/staff research and creative endeavors.

OBJECTIVE 1

Revise the assessment process for CVPA Faculty Development Awards in the first year of the strategic plan.

OBJECTIVE 2

The Dean, in collaboration with the Dean's Advisory Council, will determine how to prioritize faculty/staff development and student scholarships in fundraising efforts over the next five years.

OBJECTIVE 3

CVPA will develop a budget allocation for staff development over the next 3 years.



GOAL 4

By 2029, CVPA will identify and offer recommendations to address facility needs.

OBJECTIVE 1

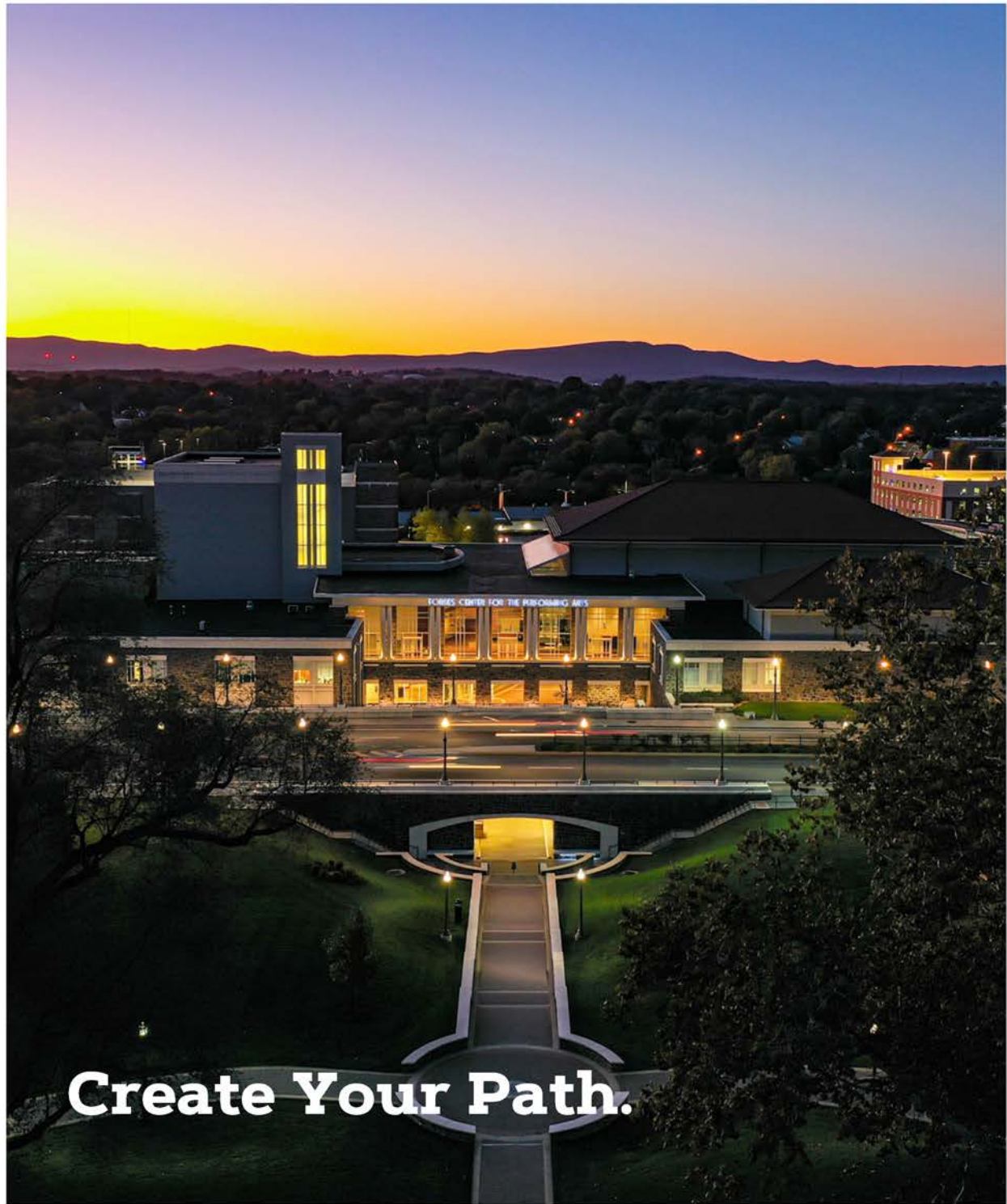
By May 2024, the Dean's Advisory Council will survey relevant CVPA stakeholders (e.g., faculty, staff, students, AUHs, college leadership) and gather perspectives related to two-year, five-year, and ten-year facility needs.

OBJECTIVE 2

By February 2024, CVPA leadership reviews stakeholder list and identifies three immediate priorities and three long-term priorities.

OBJECTIVE 3

By May 2024, develop and implement a plan to pursue one (most realistic) short-term and one (most realistic) long-term facility need.



Create Your Path.

