

COLLEGE OF VISUAL AND PERFORMING ARTS

# STRATEGIC PLAN

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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**

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## Strategic Focus #3



**INCLUSION AND  
BELONGING**

## 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

By May 2025, CVPA and the schools will review and implement changes based on recommendations from a 2024-25 task force that evaluates curricular options, scheduling, and offerings (including Gen Ed) to maximize choice and flexibility.

### OBJECTIVE 1

Create task force by Fall of 2024.

### OBJECTIVE 2

Charge committee with making recommendations by end of Academic year 2024-2025.

### GOAL 2

By August 2026, CVPA and the schools will have developed a comprehensive strategy to best take advantage of the collaborative and integrative teaching which is supported by the Office of Creative Propulsion.

### OBJECTIVE 1

Create working group in fall 2025 that will work with AUHs and school faculty on developing and integrating curricular opportunities that may intersect with the work of the OCP.



## OBJECTIVE 2

Develop process for inviting collaborative and integrative teaching opportunities for faculty not in the cohort.

## GOAL 3

Develop a plan to increase student representation on college committees and in decision-making processes by the end of Fall 2023 for implementation in Spring 2024.

## OBJECTIVE 1

Add student representation to the Dean's Advisory Council (they were invited in 22-23 and did not participate).

## OBJECTIVE 2

Ask the Dean's Advisory Council to study how students are represented on other college committees and in current decision-making practices in the college.

## OBJECTIVE 3

Ask the Dean's Advisory Council to develop a plan for increasing student representation.

# Strategic Focus #3

## INCLUSION AND BELONGING



### GOAL 1

By December 2024, CVPA will develop and implement a structure for engaging in meaningful conversations regarding inclusion and belonging.

### OBJECTIVE 1

By the end of the 2024 Academic Year, CVPA will have developed and increased opportunities in understanding bias for personal growth by faculty, staff, and students across the college.

### GOAL 2

By May 2024, CVPA will research and develop a plan for increasing support for students, faculty, and staff from underrepresented communities.

### OBJECTIVE 1

Referencing the Climate Study as a baseline, the CVPA Diversity Council will research current student, faculty, and staff needs to establish best practices.

### OBJECTIVE 2

CVPA Diversity Council/Dean's Office will partner with Student Affairs to identify work that is already being done on campus and work that we might be able to do in support of student belonging.



### **OBJECTIVE 3**

CVPA Diversity Council/Dean's Office will partner with the Dean's Advisory Council to get faculty feedback on the plan at least twice in the academic year.

### **GOAL 3**

By Fall 2024, CVPA will develop and implement targeted efforts to nurture student well-being.

### **OBJECTIVE 1**

By Spring 2024, CVPA will have partnered with Student Affairs to broadly communicate available resources for emergencies, mental health crises, and contacts for reporting Title IX incidents.

### **OBJECTIVE 2**

By Fall 2025, CVPA will have planned and implemented a wellness event series with outside facilitation supporting students 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**

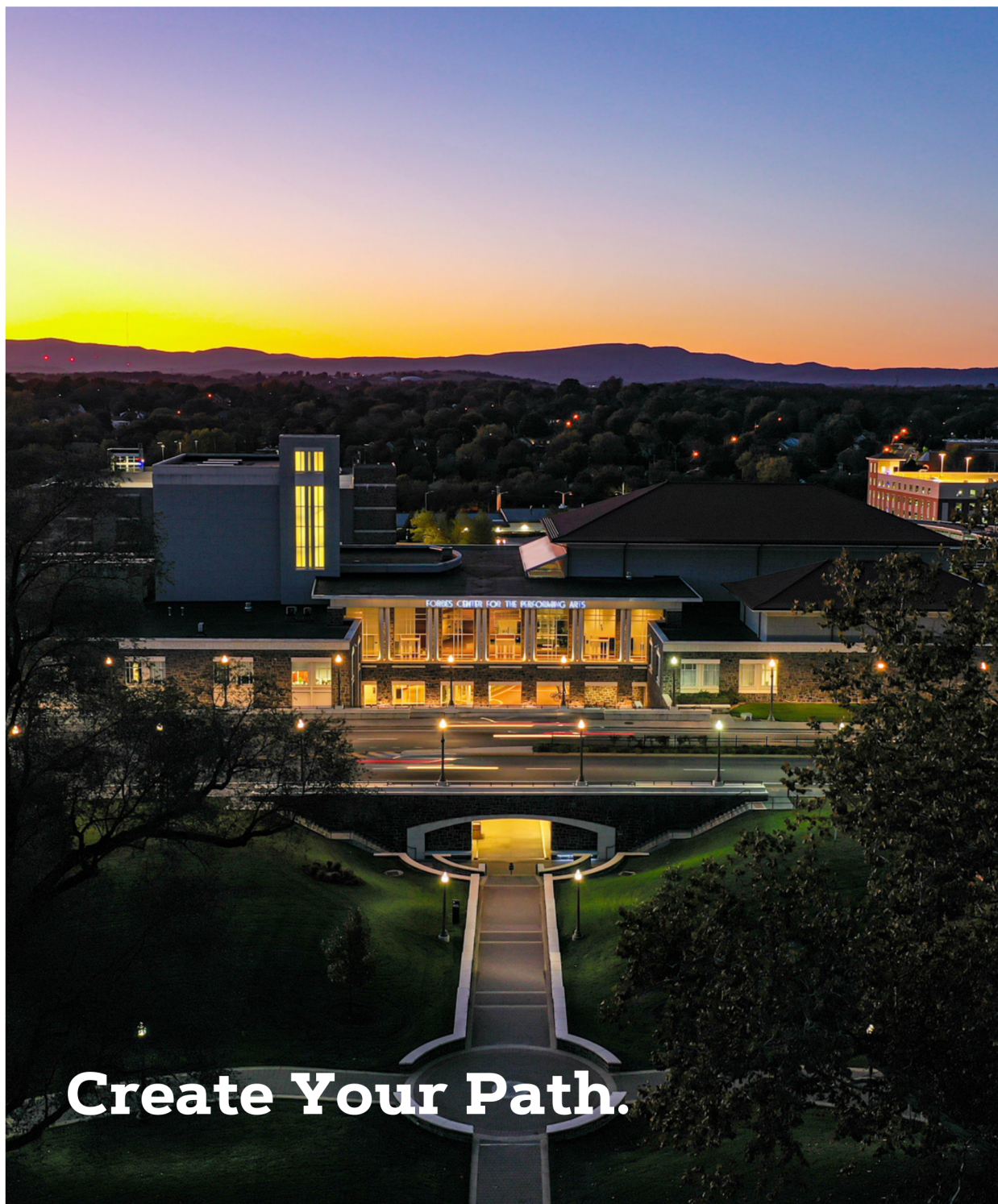
By May 2024, the Dean's Advisory Council will survey relevant CVPA stakeholders (e.g., faculty, staff, students, AUHs, college leadership) and gather perspectives related to two-year, five-year, and ten-year facility needs.

### **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.**

