

RADFORD UNIVERSITY

College of Visual and
Performing Arts

To: College of Visual and Performing Arts Faculty

From: ^{M.T.D} Margaret Devaney, Dean
College of Visual and Performing Arts

Date: March 23, 2018

Re: Annual Report

My tenure as dean continues to be a whirlwind of activity and change, including challenging issues and exciting opportunities. Below is a summary of my activities and accomplishments as they relate to the responsibilities of this leadership position.

Networking

I continue to develop and solidify relationships with multiple constituencies at Radford University. Though I work mostly with the Academic Affairs Leadership Team and the CVPA Leadership Team, my connections with Finance and Budget, Advancement, Facilities Management, Student Affairs, Enrollment Management, Institutional Research and University Relations are of major importance. We are all aware of the opportunities and challenges our university faces in terms of retention, recruitment and philanthropic giving. Working with the new leadership in both Student Affairs and Advancement has been very rewarding as together we explore effective ways to ensure and enhance our students' success and continue our charge to nurture as well as grow meaningful donor/alumni relations. I truly believe that forging and maintaining productive relationships between all constituencies is critical to the efficient operation and health of the institution. I continue to devote major time and effort to keeping the lines of communication open between the college and the numerous university arenas.

As important as it is to forge and maintain relationships within the institution, the same principle applies to networking with arts educators, administrators, advocates, professional organizations and businesses outside its "walls":

SACSCOC Commission on Colleges
National Accrediting Association for the Arts (NASAD, NASD, NASM, NAST)
Association of Performing Arts Presenters (APAP)
The Radford Heritage Foundation
Northern Virginia Community College System

Thomas Nelson Community College
Blue Ridge Community College
New River Community College
Berlin Opera Academy
Franklin Park Arts Center, Louden County
Columbia Artist Management, Inc
CAMI/Music
projects + gallery
Hartz Gallery
Retirement Unlimited, Inc (RUI)

Resource Allocation

As dean of the College I manage three CVPA budgets: Operational, Adjunct and Intercession. I formulate and coordinate a fourth budget for the University Performance Series. I am involved in all personnel matters and management including hiring, evaluation, salaries, part-time faculty appointments and college needs assessment. The college leadership team meets weekly to discuss both college and discipline-specific goals and challenges. These discussions allow us to define priorities in relation to the college's personnel, programmatic and facility needs:

- Though the college acquired no new positions for this academic year, we have completed or are near completion for seven faculty searches in the Departments of Art, Dance, Design, and Music. We have also completed two successful searches in the area of production for the Department of Theatre.
- Dr. Jason Hutchens has joined the Radford University family as the new College of Visual and Performing Arts Communications Officer. He comes to us with over twenty years of experience in media development, management and production. His career path has been diverse and impressive including managing a corporate communications department for a Fortune 500 company as well as chairing a mass communication program in Higher Education. Starting this position in January 2018, he has hit the ground running as he works tirelessly to promote our college in very effective and creative ways!
- After substantive discussion with the CVPA Leadership Team, a Six-Year Plan including twelve new initiatives were submitted to the Provost during the fall 2017 semester. In December the Academic Affairs Leadership Team worked with the Provost to prioritize new initiatives across academic affairs. As an advocate for our college, I communicated the vital importance of our initiatives to the Provost and my colleagues on the AALT. Final decisions on new initiative approvals are pending until accurate information becomes available regarding the state budget, tuition increases and new freshmen enrollment numbers for the 2018-19 academic year. No new initiatives have been approved in the past three years due to disappointing student enrollments, retention challenges and a FY2018 budget cut for Virginia's higher education institutions. To deal with these challenges, the AALT created an Academic Affairs Plan which has been implemented throughout this academic year.
- During this evaluation period the college has received approximately \$100,000 from the Equipment Trust Fund and a One-Time Monies allocation. These funds have impacted every department in our college positively.

- Over this evaluation period I have met several times with John Cox, Executive Director of the RU Foundation, and Derek Neal, Controller of the RU Foundation, to review all CVPA foundation accounts. Where appropriate, funds were merged and/or renamed to better reflect the conditions of establishment and true portfolio of college endowments and current use reserves. One newly endowed scholarship fund was established this year and there was significant growth in the Joseph P. Scartelli CVPA Scholarship Endowment honoring his retirement and very distinguished career at Radford University.

CVPA Facilities

- Working with Jorge Coartney, Executive Director of Facilities Management, Michael Biscotte, Director of Facilities Planning and Construction, Steve Harrison, Director of Facilities Management and Operations and William White, Architect, to reconfigure space in Porterfield East and West to better serve the Departments of Art's and Theatre's academic mission. Phase I (Porterfield East) included renovation of graduate student work space and student lounge/lobby space. Phase II included repurposing space in Porterfield West including a computer lab space, printing studio and video prep lab designated for the Department of Art. The repurposing also included a seminar/conference room available to all CVPA departments. Phase II was completed August 2017. Plans for Phase III are ongoing, and actual renovation will begin the spring/summer of 2018. Phase III plans include moving the art education program back to Porterfield Hall allowing Covington 173 to be reclaimed by the RU Art Museum for much needed exhibition prep and storage space.
- Worked with the upper Administration, Facilities Management and appropriate university offices to coordinate the relocation of the Radford University Art Museum from the Downtown Gallery to 214 Tyler Street. The facility will house the RU Art Museum "on Tyler", studio space for art graduate students and extra meeting and student exhibition space. The official opening of the Gallery was March 22, 2018.
- In April and May of 2017, President Hemphill called members of the University community across campus to discuss and eventually create a concept paper focusing on a new building that would facilitate collaboration, innovation and creativity on a scale not currently available on campus. Through the next 11 months, discussions continued around the proposed Center for Adaptive Innovation and Creativity. With the university's vision fully informing the building's concept, the proposed facility would place creativity at the forefront of natural collaboration among the arts, health sciences and information technology. The Center will serve as the new home for CVPA and will allow all five CVPA programs to be under one roof. The university's request for authority from the Virginia General Assembly to commence detailed planning for the proposed building was approved this March. The planning process will include procurement of architectural engineering, programming and schematic design, preliminary design and pre-construction services.

Promotion & Publicity

- Met with Leslie King, CVPA Communication Officer, on a regular basis through October 2017 to monitor the college's PR strategic plan to improve CVPA visibility and increase awareness for our many events. As per the plan, the college is:

Networking with local media sources;
Making advance press kits available to the media in a timely manner;
Creating print and online advertising for target audiences;
Reviewing social media for audience interaction and trends
Utilizing NPR radio blurbs

- Worked closely with Ms. King on publicity strategies to promote two of our four University Performance Series events.
- Completed a successful search to hire our new CVPA Communication Officer Dr. Jason Hutchins. Meeting with Dr. Hutchins on a regular basis as we explore current and new strategies to promote the college.

Accreditation

- Member of the campus-wide Steering Committee for the 5th -Year Interim Report for SACSCOC. Responsible for writing the Compliance Report for F4 4.4.
- The deans continue to meet regularly with Dr. Ebenezer Kolajo, Assistant Provost for Academic Assessment, to discuss assessment issues related to SACS as well as to plan for *Institutional Effectiveness Day* fall 2017. Also work closely with Dr. Kolajo on acquiring CLA information from CVPA freshman majors and exiting seniors. This is all part of a greater effort to integrate formalized assessment practice into our campus culture to ensure quality program development.
- Working with Dr. Kolago and his team to align the college's student learning outcomes with the University Strategic Plan, SCHEV and the CORE.

Fundraising

- Continued to work with the University Advancement team to re-define the Arts Society's role in terms of fundraising, membership, alumni outreach and event planning.
- Jointly with the University Advancement Office, created "giving pages" which target specific events and projects the college would like to highlight.
- Completed the contractual procedures for this year's University Performance Series events: National Players' Production of *OTHELLO*, and Columbia Artists Management, Inc. (CAMI) productions of *Festival of South African Dance*, and *Berlin Philharmonic Piano Quartet*. Arts Society receptions preceding these events are central to our fundraising efforts and we have observed a significant increase in membership attendance at these last three UPS events.
- Worked with RU Museum Director Dr. Steve Arbury and Arts Society Leadership Committee Director Mrs. Kathleen Harshberger on the annual fund raising event *Give Your Heart to Art.*
- Created the 2018 "Dean's Spring Letter" to be distributed to CVPA alums, friends and major donors as part of the College Annual Fund initiative. The letter will be accompanied by a video of one of our very successful students who has received and greatly benefitted from donor scholarship support. Once the letter and video has been sent out, the video will be posted on the college website.
- Working closely with Crystal Hubbard, Assistant Director of Annual Giving, on the "Giving Tuesday" and April "Spring Fever" Campaigns to raise funds to support

scholarships and other college initiatives. (CVPA participant numbers for “Giving Tuesday” was the highest amongst the colleges and Athletics Program)

- Having set as a college priority and goal for 50% giving on the part of the CVPA administration, faculty and staff, we are presently at 67%!

Alumni Engagement and Friend Raising

- Travelled with RU Museum Director Dr. Steve Arbury to meet with Mr. Gary Israel, son of Dorothy Gillespie, at Dorothy Gillespie’s upstate New York studio in Narrowsburg, NY. We were hoping to benefit some of our students by establishing an internship/residency for 2 students for 3-4 weeks each summer. The students would work on organizing and cataloging the collection, but they would also have time to work on their own art as well as visit nearby artistic venues in the general area and also New York City. In the last couple of months plans were finalized for the internships and two art students will be heading to Narrowsburg in late June 2018.
- Met with the Radford University Alumni Board of Directors to talk about our college and discuss ways the Board could help our college strengthen and expand our alumni network.
- Invited Ms. Rebecca Ghezzi, daughter of Pat Buckley Moss, to be part of the CVPA family as an adjunct instructor in the area of Printmaking. She is teaching this current spring semester and will continue to offer courses in the next academic year.
- Attended the NCAA basketball game receptions for our friends, alumni and donors in Dayton, OH and Pittsburgh, PA.

Retention & Recruitment

- I continue to work with Foundation Scholarship Coordinator Ms. Cherie Durbin to clarify current university scholarship allocation methods and to solidify a CVPA overall process that ensures more efficient and streamlined scholarship procedures. As evidence of the fact that progress has been made, the Leadership Team is very close to confirming the CVPA 2018-19 scholarship recipient names and award amounts for the 2018-19 academic year. The CVPA scholarships, including the Arts Society scholarships, the general CVPA scholarships and the discipline-specific endowed scholarships, total \$158,378.00, an 18% increase from last year. These scholarships are very valuable to the college in terms of retaining current qualified students as well as recruiting new ones.
- As part of a University partnership with the Northern Virginia Community College System, developed transfer guides for the majority of CVPA academic degree programs. This provides the NVCC graduate a seamless pathway to two year degree completion at Radford University.
- As part of a University partnership with New River Community College, developing transfer guides for the BFA degree in Studio Art and Graphic Design. This will provide the NRCC graduate a seamless pathway to degree completion at Radford University.
- The college’s living-learning community, *Community of Artists*, continues to grow each year in popularity and scope. I am currently working with members of the Student Affairs team and Ms. Dana Trask, Coordinator of our community, to accommodate the growing demand of incoming freshman who want to be involved in our *Community of Artists*.

This fall we will be adding a third UNIV 100 cohort and increasing the community's membership from 55 to 75 participants. The office of Academic Programs has captured the data on our campus validating the strong correlation between living-learning community participation and retention of students.

- The College of Visual and Performing Arts Ambassadors, a group of stellar student leaders, are involved in many of our college's events including all of our Open Houses and Highlander Days. Their active interaction with our prospective students is an invaluable piece of the college's recruitment efforts.
- Through the year, there has been a comprehensive effort across all university divisions to develop meaningful strategies to retain students and ensure their success while here at Radford University. I have worked hard to keep our college involved in the "conversation" as well as integrating processes (such as creating classes specifically for freshman, participating in 20/80 Processor and establishing freshman course pre-packages to streamline QUEST registration) within our college to support the university's overall direction.
- As a member of the Governor's School Advisory Committee, I continue to work throughout the year with the Governor School Director and Assistant Director to ensure policies and procedures are in place that support a positive Governor's School experience for ALL involved. Institutional Research has confirmed that a number of GS participants return to RU as undergraduate students – especially students in the visual and performing arts area.
- Working with the Provost to develop a university policy that supports fee waivers for use of university facilities needed for college-sponsored programs, summer workshops, conferences and events directly related to recruitment and community outreach. (GS, ISIP, VSTC, etc.)

International

- ☐ Strongly supported our faculty creative scholarship abroad this year:
 - Dr. Trish Winter presenting at an international conference in Japan, summer 2017.
 - Dr. Jacob's trip to India conducting professional development workshops for their community college system, November 2017.
 - Dr. Sanderl's trip to Slovenia with the Percussion Ensemble, January 2018.
 - Professor Plekhanova's trip to Japan conducting Vaganova Method workshops and recruiting for ISIP, March 2018.
- Currently in process:
 - Dr. Halide Salam's Study Abroad to Spain, summer 2018.
 - Professor Ji'Eun Lee's trip to South Korea, summer 2018.
 - Dr. Bowen's trip to Rome with our choral students, summer 2019.
- As Chair of the University Performance Series committee since AY 2014-15, I have been put into motion changes concerning diversity of programming and number of performance events. Attracting performance events from around the globe has always been a high priority for the committee. This performance series we brought to campus

Festival of South African Dance, and Berlin Philharmonic Piano Quartet. Next year we are presenting arts productions from Cuba, China and Scotland.

Outreach to the Community and Beyond

- The college plays a central role as a cultural center for the arts in Southwest Virginia. During this evaluation period, the college continued to thrive as more than 800 students, faculty and staff worked together to promote the rich cultural heritage of our university, community and region. Over 115 in-house arts performances and exhibitions were scheduled for the 2017-18 academic year including theatre productions, dance performances, music concerts, and art and design exhibitions.

The Radford University 2018-2023 Strategic Plan: Embracing the Tradition and Envisioning the Future.

- I was a member of the Strategic Planning Task Force as well as the Strategic Planning Sub-group: Student Success. Involvement in this year-long process was rewarding in so many ways. The Board of Visitors approved the plan at their December 2017 meeting and plan implementation began January 2018. The CVPA academic departments are currently creating their own Strategic Plans in close alignment with the University's Strategic Plan. This summer the Dean and a team of faculty representing all disciplines will work on creating the bridge between the department plans and the University Plan: CVPA Strategic Plan draft. In the beginning of fall semester the draft document will return to the departments for final review with the intention to begin implementation of the new College of Visual and Performing Arts 2018-2023 Strategic Plan fall semester 2018.

Innovative Curriculum and Crossing Boundaries

- Continue to work with Drs. Mahin and Bowers on their Creative Media proposal in collaboration with the Deans and faculty members from the College of Business and Economics and the College of Humanities and Behavioral Studies. The excitement of the proposal is the truly cross-disciplinary connection across colleges, the immediacy of the course content and the diverse approaches to course delivery. *This proposal may serve as the pilot for creating the approval pathway for these kind of degree programs within our university.*
- Strongly advocating for the programmatic collaboration between the Department of Theatre and the School of Communication to revise the current Cinematic Arts minor as well as moving forward on a new cross-disciplinary Cinematic Arts degree program. The Northern Virginia Community College has expressed a genuine interest in this possibility as they have numerous students that would like to attain a four-year degree in this discipline.

Committee Memberships

- Leadership Council (Cabinet and Deans' Council)
- Academic Affairs Leadership Team
- Deans' Council
- Strategic Planning Task Force
- Strategic Planning Sub-Group: Student Success
- University Performance Series Committee – Chair
- Academic Program Review Committee
- Academic Policies and Procedures Committee
- CVPA Leadership Team
- Vice President for University Advancement Search Committee
- Governor School Advisory Board
- University Commencement Committee
- COBE Dean Search Committee

2018-19 Goals

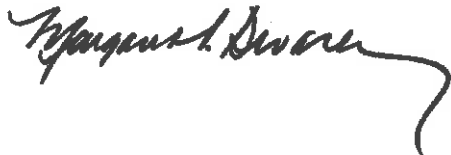
Complete the 2018-2023 College of Visual and Performing Arts Strategic Plan, Fall 2018

Develop a CVPA Space Utilization Plan in preparation for the CAIC design and construction planning process.

Encourage and expand friend/fundraising activities within our college which will align and support Radford University's forthcoming Capital Campaign.

I continue to acknowledge and applaud the CVPA faculty and staff for its ability to remain nimble as we creatively field the many and ever-changing challenges and possibilities we face. CVPA stays the course and keeps the student as the number one priority. Nearing the conclusion of our "new" president's second year, the college continues to share in the excitement of fresh perspectives and innovative approaches to teaching and learning at RU. I sincerely thank you for your support, good will, and counsel as the college and university move forward to new frontiers.

Respectfully submitted,



Margaret T. Devaney