


To: College of Visual and Performing Arts Faculty

From: Margaret Devaney, Dean   
College of Visual and Performing Arts

Date: March 29, 2019

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 and recruitment. Working with the teams in both Enrollment Management and Student Affairs has been very rewarding as together we explore effective ways to increase enrollments and ensure and enhance our students' success. Our CVPA team and Facilities Management have worked very closely this past year as we embarked on the planning process for the proposed new Center for Adaptive Innovation and Creativity. 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":

Columbia Artist Management, Inc  
CAMI/Music  
projects + gallery

Hartz Gallery, MO  
Taubman Museum  
Dorothy Gillespie Foundation  
Hord Coplan Macht/ William Rawn Associates  
Keynote Foundation  
Berlin Opera Academy  
Franklin Park Arts Center, Loudoun County  
SACS Commission on Colleges  
National Accrediting Association for the Arts (NASAD, NASD, NASM, NAST)  
Association of Performing Arts Presenters (APAP)  
The Radford Heritage Foundation  
The Long Way Home Inc.  
Northern Virginia Community College System  
Western Virginia Community College  
Blue Ridge Community College  
New River Community College

### **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 close to completing eleven faculty searches which involved every department in the college. During this evaluation cycle I interviewed twenty-eight candidates and would like to recognize and commend the departments' search committees for attracting such strong candidates to our campus. For me, my time spent with these candidates was truly a learning experience on many levels.
- Ms. Susan Taylor has joined the Radford University family as the new Director of University Advancement for the College of Visual and Performing Arts. She comes to us with years of experience in fundraising, donor development and stewardship. Starting this position in the summer of 2018, she has hit the ground running as we work together to grow our college's engagement in the advancement arena.
- Ms. Bridgett Valentine has joined the College of Visual and Performing Arts family as the new Coordinator of Office Administration for the Office of the Dean. She comes to us with years of experience in budget management, event planning and office administration. Starting this position in August of 2018, she has become a valuable member of the Dean's Office team.
- The Academic Affairs Leadership Team continually works with the Provost to prioritize current and new initiatives across academic affairs. As an advocate for our college, I communicate 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 2019-20 academic year.

- During this evaluation period the college has received approximately \$112,000 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.
- Four newly endowed funds were established this year totaling \$3,125,000.00.

### **CVPA Facilities**

I have enjoyed 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 and plan new space for our college now and into the future. In more detail during this evaluation cycle:

- Worked with Steve Harrison in Facilities to renovate Room 203 in Porterfield East for printmaking classes.
- 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 March 2018. President Hemphill met with our college May 2, 2018 to discuss the proposed building and that we were posed to GO but clearly stated we were on an abbreviated schedule. The president created a Building Steering Committee of which I am a member. During this past year I have been very engaged in the planning process of the proposed CAIC. Some of the events and activities related to this process included:**

### May 2018

Developed and distributed a survey to all CVPA faculty and staff requesting specific feedback related to the proposed CAIC May 17 – 24, 2018

### June 2018

- \*Reviewed RFPs from twenty-one Architectural/Engineering firms interested in the CAIC project.
- \*Organized and facilitated two Faculty Forums June 13 and June 21
- \*All departments and appropriate areas filled out Needs Assessment documents
- \*The Building Steering Committee brought six of the twenty-one Architectural/Engineering firms to campus for comprehensive interviews June 20 and 21, 2018.  
Hord/coplan/macht + William Rawn Associates selected

### July/August 2018

- \*The CAIC Steering Committee met with the A/E Firms July 10 and 11, 2018
- \*The CAIC Steering Committee and CVPA departments met with the A/E Firms July 24 and 25, 2018
- \*The CAIC Steering Committee and CVPA departments met with the A/E Firms July 31, August 1 and 2, 2018
- \*The CAIC Steering Committee and CVPA departments met with the A/E Firms August 15 and 16, 2018
- \*The CAIC Steering Committee met with the A/E Firms August 28, 2018

### September 2018

- \*The CAIC Steering Committee and CVPA departments met with the A/E Firms September 11 and 12, 2018
- \*Reviewed RFPs from 5 Construction Management companies interested in the CAIC project.
- \*The Building Steering Committee brought four Construction Management companies to campus for comprehensive interviews September 26, 2018. Skasnska Construction Management Team selected

### October/ November/December 2018

- \*The CAIC Steering Committee and CVPA departments met with the A/E and CM Firms October 4 and 5, 2018
- \*The CAIC Steering Committee and CVPA departments met with the A/E and CM Firms October 23 and 24, 2018
- \*The CAIC Steering Committee and CVPA departments met with the A/E and CM Firms November 6, 7 and 8, 2018, 2018
- \*The CAIC Steering Committee met with the A/E and CM Firms December 10, 2018

### January/ February/March 2018

- \*The CAIC Steering Committee and CVPA departments met with the A/E and CM Firms January 15 and 16, 2019
- \*The CAIC Steering Committee and CVPA departments met with the A/E and CM Firms February 4 and 5, 2019
- \*The CAIC Steering Committee met with the A/E Firms February 22, 2019
- \*The CAIC Steering Committee met with the A/E Firms March 8, 2019

**By April 2019 the planning process including programming, schematic design and preliminary design will be complete. Lisa Ghidotti, Director of State Government Relations, states “We continue to have conversations with key members of the General Assembly regarding the CAIC project. The 2018 General Assembly approved \$4 million in Non-General Funds for Radford University to conduct detailed planning for CAIC. While CAIC is in the pipeline of capital outlay projects, the budget proposed by Governor Northam in December includes very little capital outlay funding, and we do not anticipate a bond package until 2020 at the earliest. During our meetings, we continue to reiterate the importance of the project and our request for the Commonwealth to provide full funding for the project as soon as capital outlay funding becomes available.”**

### **Promotion & Publicity**

- Met with Jason Hutchens, CVPA Communication Officer, on a regular basis throughout this evaluation period to revise and then monitor the college’s PR strategic plan in terms of improved CVPA visibility and increased awareness of our many programs, projects, events and highlights. As per the plan, the college has:
  - Updated the newsletter format and publication schedule
    - o Readership numbers ticked upward following changes
  - Placed heavier emphasis on social media strategy + video/multimedia content
    - o Increased CVPA follower base on Facebook from approx. 1600 to over 2100
    - o Increased CVPA Instagram follower base from approx. 15 to over 300
    - o Increased CVPA Twitter follower base from approx. 100 to over 350
    - o Developed/distributed approximately 40 original pieces of video content to promote CVPA programs and events
  - Added two new work-study positions (multimedia journalists) to help write/craft stories and develop original CVPA multimedia content
    - o Students are writing/crafting/authoring original media content being used for promotional/informational purposes
  - Purchased new equipment to create higher quality multimedia products
    - o Panasonic DSLR camera with HD video capabilities
    - o 2 Professional quality microphones
    - o Small light and reflector kit for improved lighting in field situations
    - o Mobile social media kit to create live video content on social media
    - o Trapcode Particular software plugin to create particle/visual effects
    - o Signed up for upcoming training on advanced motion design techniques using After Effects software
- Met with Lisa Ghidotti, Director of State Government Relations, to identify photos and text for a PR CAIC brochure for distribution to state legislators and delegates.
- Don Bowman has been assigned as the University Relations liaison for our college. Mr. Bowman, Mr. Hutchens and I have met to discuss the new team and how best to combine our expertise for meaningful outcomes.

## Accreditation

- Member of the campus-wide Steering Committee for the Fifth Year Interim Report for SACSCOC. Responsible for writing the Compliance Report for F4 4.4. The report was submitted to SACSCOC March 11, 2019.
- The deans continue to meet regularly with Dr. Sandra Baker, Assistant Provost for Academic Assessment, to discuss assessment issues related to SACS as well as to plan for *Institutional Effectiveness Day* fall 2018. Also work closely with Dr. Baker 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. Baker and her team to align the college's student learning outcomes with the University Strategic Plan, SCHEV and the CORE.
- Keeping informed of the upcoming NASAD five year review for the Departments of Art and Design.

## Fundraising and Advancement Activities

- My relationship with Andrew Ross and his family continues to deepen as together we find ways to build Andrew's legacy with our college and the university. Occasions to come together included visits to Andrew's condo in Chapel Hill, NC, the campus celebration of the Andrew W. Ross Scholarship in Photography and the recognition of the first three scholarship recipients, the dedication of the Andrew W. Ross Student Art Gallery in our Library, the Partners in Excellence Luncheon held in October, Ross/ALS Auction of his art works held in Chapel Hill in February and another visit to Chapel Hill March 21. Andrew and his family have endowed three funds (significant gifts) that will support scholarships, guest artist residencies and student awards/gifts into the far and distant future.
- In a campus-wide event held on October 3, 2018, Radford University announced the largest gift from an individual in the university's history. Sandra C. Davis and William C. Davis donated a generous sum of eight million dollars to the university. The College of Visual and Performing Arts received as part of this major gift donation \$2.6 million dollars which will be used to endow scholarships for our students. In addition, the performance hall housed in the Covington Center for Visual and Performing Arts has been renamed to the Sandra C. Davis and William C. Davis Performance Hall.
- CVPA Director of University Advancement Susan Taylor and I attended the Council of Advancement and Support of Education (CASE) conference for academic deans and development officers with fellow deans and development officers from the Artis College of Information Sciences and Technology and the College of Education and Human Development, January 29- February 1, Fort Meyers , FL
- 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: Columbia Artists Management, Inc. (CAMI) productions of *Chinese Warriors of Peking* and

*Havana Cuba All-Stars* as well as *Bread and Puppet Theatre* and *Scottish Voices*. Arts Society receptions preceding the CAMI events are central to our fundraising efforts.

- Worked with RU Museum Director Dr. Steve Arbury and Arts Society Leadership Committee Director Mrs. Kathleen Harshberger on restructuring the annual fund raising event *Give Your Heart to Art* which is now scheduled to happen this coming September honoring the centennial year of Dorothy Gillespie's birth.
- Created the 2018 "Dean's Fall Letter" to be distributed to CVPA alums, friends and major donors as part of the College Annual Fund initiative. The letter was accompanied by a narrative of one of our donor couples and the student who has received and greatly benefitted from their scholarship support.
- Worked 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.

### **Alumni Engagement and Friend Raising**

- Working with RU Museum Director Dr. Steve Arbury, Mr. Gary Israel, and other arts venues throughout the region in preparation for the 2020 Dorothy Gillespie Centennial Celebration.
- Working with the RU Foundation to establish a home for the Dorothy Gillespie Foundation at Radford University.
- Did a PowerPoint presentation about our college to alums, donors and friends of CVPA for the 2019 Volunteer Summit sponsored by the Alumni Office at RU. I talked about our college and discussed the many ways volunteers could help our college strengthen and expand our alumni network.
- Ms. Rebecca Ghezzi, daughter of Pat Buckley Moss, is completing her second year as an adjunct instructor for the Department of Art. She is teaching this current spring semester and will continue to offer courses in the next academic year in the area of printmaking.
- Will be attending specific receptions for our friends, alumni and donors on the President's Highlander Family Tours April – July, 2019.

### **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 has already confirmed the CVPA scholarship recipient names and award amounts for the 2019-20 academic year. The CVPA scholarships, including the Arts Society scholarships, the general CVPA scholarships and the discipline-specific endowed scholarships, total \$183,000.00, an 16% 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 provides the NRCC graduate a seamless pathway to degree completion at Radford University.
- Strongly advocating for the programmatic collaboration between the Department of Theatre and the School of Communication to move 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. In a step towards that goal we have partnered with the School of Communication to create an interdisciplinary degree in cinema which will provide a pathway for current NOVA graduates to complete their bachelor's degree at RU in two years.
- 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 added a third UNIV 100 cohort and increased 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. I had the privilege of co-teaching a CVPA UNIV 100 with Advising Director Donna Oliver fall 2018.
- 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 within our college to support the university's overall direction. New initiatives included creating two classes specifically for freshman, participating in 20/80 Processor, establishing freshman course pre-packages to streamline QUEST registration and offering 7-week courses for both our fall and spring semesters.
- As a member of the Governor's School Advisory Committee, I continue to work throughout the year with the Governor School Director and his team 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.
- Continue to work 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. (Virginia State Thespian Conference, International Summer Intensive Program, etc.)



## International

- Strongly supported our faculty creative scholarship abroad this year:
  - Professor Plekhanova's trip to Japan conducting Vaganova Method workshops and recruiting for ISIP, April 2018.
  - Dr. Halide Salam's Study Abroad with students to Spain, summer 2018.
  - Professor Ji'Eun Lee students' trip to South Korea, summer 2018.
  - Professor Ji'Eun trip to Ecuador, summer 2018
  - Dr. McDonel's trip to Nepal with her "research rookie" December 2018/January 2019

### Events on the horizon:

- Dr. Sanderl's hosting **Mas Percussion**, a dance/drum group from Spain April 2019
  - Dr. Bowen's trip to Rome with our choral students, summer 2019.
  - Professor Robey developing a partnership with Webster University as relates to an eight-week summer abroad program in European Contemporary Dance in Geneva, Switzerland, summer 2020
- Met intermittently with the Dietra Trent, Interim Director of the Center of International Education, to discuss strategies on how to increase our college's international presence. We identified the strong pockets of international activity that already exists in our college as well as identified feasible new directions in which to explore. She and her team met with several groups of CVPA faculty to both assess our current international activity as well as develop strategies to grow our international engagement.
  - As Chair of the University Performance Series committee since AY 2014-15, I have 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 *Chinese Warriors of Peking*, *Havana Cuba All-Stars* and *Scottish Voices*. Next year we are presenting arts productions from Japan and Italy.

## 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 100 in-house arts performances and exhibitions were scheduled for the 2018-19 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 the 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.

- Last May the Dean submitted a CVPA Alignment Plan to the Provost demonstrating how the college was implementing the plan presently and what the implementation plans would look like for the next one to two years. Once the department plans are completed a team of faculty representing all disciplines will work on creating the bridge between the department plans and the University Plan: CVPA Strategic Plan.

### **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 move 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. In a step towards that goal we have partnered with the School of Communication to create an interdisciplinary degree in cinema which will provide a pathway for current NOVA graduates to complete their bachelor's degree at RU in two years.
- Serving on the RU Venture Lab Start-Up Committee exploring student success through creative cross-disciplinary entrepreneurship and much more!

### **Committee Memberships**

- Leadership Council (Cabinet and Deans' Council)
- Academic Affairs Leadership Team
- Deans' Council
- CAIC Building Steering Committee
- RU Venture Lab Start-Up Committee
- University Performance Series Committee – Chair
- Academic Program Review Committee
- Academic Policies and Procedures Committee
- Working Group - AP Retreat to T&R
- CVPA Leadership Team
- Arts Society Leadership Committee
- Tree of Life university/community project committee
- Governor School Advisory Board
- University Commencement Committee
- Davis College of Business and Economics Dean Search Committee

**2019-2020 Goals**

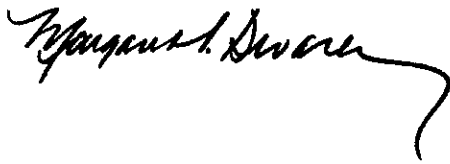
*As an institution, we are aware of the challenges we face in terms of retention and recruitment. Create a college task force to explore effective ways to increase college enrollments and retention percentages in accordance with the University Strategic Plan.*

*Complete the proposed CAIC planning process which includes programming, schematic design and preliminary design by summer 2019. In collaboration with the CVPA Leadership Team and faculty, develop a CVPA "Swing Space" Plan in preparation for the CAIC construction period.*

*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 President Hemphill's third 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,

A handwritten signature in black ink, appearing to read "Margaret T. Devaney", with a long, sweeping flourish extending to the right.

Margaret T. Devaney