

# RADFORD UNIVERSITY

College of Visual and Performing  
Arts

To: College of Visual and Performing Arts Faculty

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

Date: March 26, 2021

Re: Annual Report

This document provides a summary of my activities and accomplishments as they relate to the responsibilities of this leadership position, March 30, 2020 – March 26, 2021. I feel it appropriate to start with the college's year-long experience with the coronavirus.

## **COVID – 19 and CVPA**

I concluded my last Annual Report (3/27/20) with this paragraph in reference to COVID-19:

**On the afternoon of March 11<sup>th</sup> President Hemphill called an Emergency Management Operations Meeting with representation from numerous constituencies across campus. It was the beginning of a united effort to start preparations to effectively deal with the pandemic the campus, the nation and the international community are facing. The next morning deans were working with University Relations and Admissions to help create virtual Highlander Days. The CVPA Leadership Team met Thursday afternoon to start preparations on the college and department levels. Meetings with departments and dean occurred the following Monday and Tuesday to gage how individual units were navigating through online course delivery transition, performance, exhibition and event cancellations and a myriad of other issues that continue to surface as we move forward. The Emergency Management Operations Team, the Academic Affairs Leadership Council and the CVPA Leadership Team continue to meet on a weekly, daily or on an as needed basis.**

Since March of 2020, the CVPA Leadership Team has been deeply involved with the college pivot to remote teaching/learning and creating virtual end-of-year exhibitions, performances and graduation events. The team spent the entire summer engaging in numerous retention and recruitment efforts as well as intensely planning for the beginning of the fall semester under the cloud of pandemic infection. In summary, the college developed comprehensive strategies to register our students for the fall 2020 semester. Creative ideas were implemented

to honor our graduating seniors in terms of virtual exhibitions and departmental zoom gatherings. Over that same time period the college presented Virtual Highlander Days for prospective students, built a streamlined summer school schedule, and planned and implemented a very different way to conduct QUEST sessions. The Dean's Suite in Trinkle Hall became the hub in which the "paper flow" (PR40s, RG32s, FO1s, FO2s, Curriculum proposals, REAL documents, etc.) continued to flow, enabling essential college operations to proceed in a timely fashion. In June, focus shifted to re-opening safely in the fall. The dean met with members of the Facilities Management team, the Registrar's Office, the IT team as well as chairs and faculty to assess all CVPA spaces to prepare for the "new normal". New room capacities were set, new furniture arrangements were determined, and additional technology was included in studios, computer labs and classrooms. These changes influenced decisions on how to deliver course material safely: face-to-face, blended (hybrid), online synchronous, online asynchronous. Before the fall opening, the dean worked closely with the HR office and Provost to offer remote teaching arrangements and remote learning arrangements for staff, faculty and students with specific needs. The dean sent communications to all CVPA students regarding safety protocols and the expectation that these protocols would be adhered to when they returned to campus August 2020. While the pandemic caused significant disruption to many aspects of academic life, the CVPA faculty, staff and students continued their educational journeys through inventive, meaningful new approaches to classroom instruction and course material delivery. The college was also able to deliver performances, exhibitions, fashion shows and guest artist workshops through a variety of streaming technologies available to audiences extending well beyond the Radford campus. With the use of new technologies came a variety of new learning opportunities for both the faculty and students. There will most certainly be lessons learned from this experience that carry over into post-COVID arts education.

## **Networking**

I continue to develop and solidify relationships with multiple constituencies at Radford University. We are all aware of the opportunities and challenges our university faces in terms of retention and recruitment. Working with the teams in Enrollment Management, University Relations and Student Affairs has been very rewarding as together we explore effective ways to increase enrollments and ensure and enhance our students' success. In December, our CVPA team and Facilities Management resumed the planning process for the Center for Adaptive Innovation and Creativity and the comprehensive Swing Plan as we prepare to move into temporary spaces during the construction period.

Our university has been experiencing many challenges related to a global pandemic over this past year. As dean of the college I worked closely with the University Emergency Management Team, the COVID 19 Task Force and the COVID 19 Working Group. Both the work and outcomes achieved by these committees were admirable. It afforded me additional opportunities to work with and appreciate the colleagues I have across the campus.

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”:

Arts Presenters

Columbia Artist Management, Inc  
CAMI/Music  
Association of Performing Arts Presenters (APAP)  
MarianneSchmockerArtists International  
Opus Three Artists

Arts Organizations

Taubman Museum  
Dorothy Gillespie Foundation  
Berlin Opera Academy

Architecture/Construction Firms

Hord Coplan Macht/ William Rawn Associates  
Skanska CM

Accreditation Bodies

SACS Commission on Colleges  
National Accrediting Association for the Arts (NASAD, NASD, NASM, NAST)  
CIDA

Community College/K-12 Partnerships

New River Community College  
Montgomery County Public Schools  
Radford City Public Schools

## **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, three faculty searches were completed effectively including the new Chair for the Department of Art. Two other faculty searches are in process.
- At the request of the VP of Finance and Administration, developed with the department chairs a college savings strategy plan which was implemented in the 2020-2021 Authorized Budget.
- Submitted college programmatic information and points of pride to the Academic Strategic Budgeting Advisory Group, July 2020.

- In an effort to move the needle relating to interdisciplinary collaboration and recruitment, submitted two Strategic Investment Proposals which converge with disciplines in the College of Humanities and Behavioral Sciences and the Davis College of Business and Economics.
- During this evaluation period the college has received approximately \$60,000 from the Equipment Trust Fund allocation. These funds continue to have a positive impact on the way our college delivers instruction to our students.

### **Communication, Promotion & Publicity**

Jason Hutchens has continued to meet with the dean as well as the CVPA leadership team on a weekly basis throughout this past year. As live event offerings slowed due to social distancing guidelines and crowd restrictions, emphasis of duties shifted partially to web support/management such as creating new sections of the CVPA website which showcase student works. Working with teams of representatives from admissions, the college hosted numerous virtual Highlander Days, Academic Fairs and Open Houses.

Projects supported during this past year include:

- Continued emphasis on social media posts and growth
- Multiple virtual CVPA information sessions for prospective students
- A communication from the dean was sent to CVPA donors and friends relating to the role of the arts and, specifically the college, during the challenging times of both global pandemic and civil unrest.
- Major website revisions for
  - Theatre
  - Art Museum
  - Department of Art
- ‘ARTGAWK’ publicity and promotions
- ‘Leaves of the Tree’ publicity, promotions, and help developing a registration process for a live audience
- ‘Community of Artists’ animated overview video using student soundbites
- Built and promoted multiple online art student exhibits
- Promoted multiple virtual guest photographer sessions for art department
- Fall Dance Fest 2020 online promotions
- Dancing on the Edge 2021 promotions
- ‘Almost Maine’ publicity
- ‘When She Had Wings’ publicity
- ‘The Liar’ publicity
- Published various news/publicity articles about faculty and/or student accomplishments as well as community outreach from the CVPA
- Submitted report to Chief of Staff Ashley Schumaker updating college’s progress in achieving the University Strategic Plan’s goals, January 2021.
- Created a video message from the Dean which was sent to all students on the Deans’ List.
- Communication Officer Professional Development projects: “Advanced Motion Methods” and “Illustration for Motion” online training programs.

## **Accreditation**

- The deans continue to meet regularly with Dr. Sandra Baker, Assistant Provost for Academic Assessment, to discuss assessment issues related to SACS.
- Working with Dr. Baker and her team to align the college's student learning outcomes with the REAL general education model and the University Strategic Plan.
- Working with Department of Design and Art chairs to prepare for the NASAD visit with consultant in late August 2021 and site visit in April 2022.
- Member of the University Academic Program Review Committee. This year the undergraduate and graduate programs in Design and Art underwent this internal academic review process.

## **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 monthly visits to Andrew's home in Chapel Hill, NC, which then turned into monthly zoom gatherings. These gatherings included both students and faculty and became a vehicle for both students and faculty to share their work and creative process with Andrew. His family has endowed three funds (significant gifts) that will continue to support scholarships, guest artist residencies and student awards/gifts well into the future.
- Created the 2020 Dean's Fall Letter and brochure to be distributed to Arts Society members, CVPA alums, friends and major donors as part of the College Annual Fund initiative. This year's theme, "through the lens", included a challenge from former Assistant Professor of Photography Andrew Ross to match a \$125,000 gift to the Andrew W. Ross Visiting Artist Legacy Fund.
- Worked closely with Ms. Susan Taylor, Director of University Advancement for the College of Visual and Performing Arts, to secure three additional fully endowed scholarship funds for the Departments of Art, Dance and Music. Ms. Taylor left her position this past September. Mr. Tom Lillard and Ms. Penny White are currently "filling in" for Ms. Taylor and continue to work with dean, chairs and faculty to grow our college's engagement in the advancement arena.
- Meeting with the RU Capital Campaign Steering Committee and the CVPA/ Waldron Campaign Steering Committee Sub-group every semester. These meetings provide the opportunity to discuss the college's points of pride as well as the college's future growth initiatives.
- Met regularly with Advancement VP and her team to ensure CVPA will meet its monetary goals as it relates to the Radford University Capital Campaign. The goal was met last December (!) and we continue to raise funds to help meet the institution's overall goal.
- Continue to serve on the Capital Campaign Gala Committee. Due to the pandemic, the Gala celebration scheduled to acknowledge the start of the public phase of the Radford University Capital Campaign at the Hotel Roanoke April 2020 was cancelled. The committee is currently preparing for a virtual gala video launch scheduled for April 27, 2021. Music faculty and choral students will be featured in this video and art work from students in the Department of Art will be included as gifts for the university's family of loyal and generous donors.

- As of March 1, 2020, fundraising totals for the College of Visual and Performing Arts totalled **\$4,554,373.19**, which is a 38% increase from last year.

## **Retention & Recruitment**

- The CVPA scholarships for the 2021-2022 academic year, including the Arts Society scholarships, the general CVPA scholarships and the discipline-specific endowed scholarships, total **\$215,000.00**, a 9% 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.
- In an effort to move the needle relating to interdisciplinary collaboration and enrollment management initiatives, submitted two Strategic Investment Proposals which converge with disciplines in the College of Humanities and Behavioral Sciences and the Davis College of Business and Economics: *Creative Media* degree program and *Cinematic Arts* degree program.
- Strengthened ties with the Enrollment Management team, specifically with the Offices of Admissions' *Academic Recruitment Initiative* and Financial Aid's *Highlander Distinction Award – Talent Initiative*. Hosted numerous virtual college Open Houses, Highlander Days and Academic Fairs for prospective students.
- The *Community of Artists*, the college's living-learning community, 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*. The College of Visual and Performing Arts Ambassadors, a group of stellar student leaders, are involved in many of our college's events including our virtual 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. CVPA continues to offer classes specifically for freshmen, participate in 20/80 Processor, establish freshmen course pre-packages to streamline QUEST registration and offer 7-week courses for both our spring and fall 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. We are looking forward to a slightly scaled down Governor School on campus this summer.
- The Academic Affairs Leadership Team in collaboration with numerous constituencies across campus has been working with Ruffalo Noel Levitz consulting group to create a holistic first year experience for all new freshmen. The Academic Success Center is now established and housed in Young Hall. This continues to be a work in progress, and I deeply appreciate our college's professional advisors' very meaningful engagement in this challenging planning process.

## **International**

- Diversity of programming and attracting performance events from around the globe remain central to the University Performance Series committee's mission. Completed the contractual procedures for this season's University Performance Series events: *Trio Con Trio Copenhagen (10/2020)*, *Acrobats of Tianjin (11/2020)* and *Velocity Irish Dance (2/2021)*. Due to the pandemic these performances were cancelled. We are now building our 2021-2022 performance season with *Trio Con Trio Copenhagen*, the *Polish Baltic Philharmonic*, and *American Ballet Theatre*.

## **Outreach to the Community and Beyond**

The college plays a central role as a cultural center for the arts in Southwest Virginia. During this very unusual 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. Across the board our students and faculty engaged in very exciting and creative "new normal" experiences in the classroom, in rehearsals and in performance. During this past spring and fall semester, the college has complied with all safety protocols and was still able to uphold its outreach mission to both our campus and surrounding community. During this time period, CVPA presented over 50 arts events including music recitals, dance concerts, theatre productions, art exhibitions and guest artist workshops. The presentation formats varied: live, virtual and blended live/virtual.

## **CAIC and CVPA**

I meet regularly 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. Obviously, most of our work together this evaluation cycle concerned the new building, Center for Adaptive Innovation and Creativity (CAIC), and our re-location to temporary spaces during the construction period.

**Recap:** *During April and May 2019 the CAIC Steering Committee gathered to complete the programming, schematic design and preliminary design planning process. During the summer of 2019 the Preliminary Design was approved by the State but the Full Project funding was not approved. Early fall semester the CAIC plans were reviewed to identify specific issues that needed further attention and possible re-design. Throughout the semester President Hemphill travelled to Richmond and around the state advocating for CAIC. On December 12, 2019 Mike Biscotti and dean presented a PowerPoint to the college discussing timelines, floor plans, swing spaces etc. The CAIC project is part of a comprehensive Bond Package which is included in the State Budget. The State Budget is back on the Governor's desk awaiting his final approval which will officially complete this year's budgetary process. There is every reason to believe the doors to Porterfield Hall and McGuffey Hall will close at the end of the 2020 fall semester. The dean, the chairs and specific faculty are currently working with Facilities Management, Student Affairs, Conference Services and Student Center Operations to develop a Swing Space Plan that*

*will maintain, and in some cases enhance, the quality of existing academic and performance/exhibition spaces.*

The Pandemic happened and stopped the progress and momentum in both the new building and swing space planning processes until December 2020.

Between then and now, the Governor did approve the state budget which included funding for the new building. The doors to Porterfield Hall and McGuffey Hall will close early summer 2021. Deliberations with the Hord Coplan Macht/ William Rawn Associates and Skanska CM teams resumed in earnest December 2020 and will continue through this spring and summer. The teams are regularly meeting with Facilities Management, the dean, department chairs and faculty to discuss programmatic needs, interior and exterior design, technology requirements, wayfinding, etc. Concurrent with these meetings are meetings to complete the CVPA Swing Space Plan. Due to the flexibility, generosity and problem-solving abilities of multiple constituencies on this campus, the temporary living quarters for this very complex college are close to being settled. The college will be occupying spaces in buildings all over campus including: Preston Hall and Annex, Walker Hall, Buchanan House, McConnell Library, Grove Street Printing Shop, Art Annex, Tyler Gallery, Covington Hall and Stuart, Trinkle, and Peery Residence Halls. Productive discussions with Student Activities and the Scheduling Office are still taking place to secure possible additional rehearsal/performance spaces in the Bonnie Auditorium and the Student Recreation and Wellness Center. The college's move to the temporary spaces will happen in phases throughout the summer. Facilities Management will be working closely with the dean, department chairs and faculty to facilitate packing of offices, supplies, equipment, furniture, etc. Plans for storing items on either long and/or short term basis are in process as well as determining college items to surplus. We continue to work towards a new facility that will encourage and enhance collaborative learning, interprofessional partnerships, convergence and connection with the whole university through the lens of the arts.

### **Committee Memberships**

- Leadership Council (Cabinet and Deans' Council)
- Academic Affairs Leadership Team
- CAIC Building Steering Committee
- Capital Campaign Steering Committee
- RU Venture Lab Start-Up Committee
- University Performance Series Committee – Chair
- Academic Program Review Committee
- Academic Policies and Procedures Committee
- CVPA Leadership Team
- Arts Society Leadership Committee
- Tree of Life university/community project committee
- Governor School Advisory Board
- University Commencement Committee
- Capital Campaign Gala Planning Committee



## **2021-2022 Goals**

*As an institution, we are still not fully aware of all the challenges we face in terms of the Coronavirus Pandemic. Continue to explore effective ways to deal with these challenges in accordance with ongoing Radford University, State and Federal plans, policies and mandates.*

*Complete and implement the CVPA Swing Space Plan and Move-In Plan in preparation for the CAIC construction period beginning May/June 2021.*

*Develop strategic plans to re-purpose resources, responsibilities and duties to more efficiently address college/university retention and recruitment challenges.*

*Encourage and expand college friend/fundraising activities that will align and support the university's Capital Campaign public phase.*

I sincerely thank you for your support, good will, and counsel as the college navigates through the unknown waters of a global pandemic. I acknowledge and applaud your commitment to stay the course and keep the student as the number one priority. CVPA will continue to transform ongoing COVID 19 challenges into amazing opportunities as we transition to a “new normal” campus environment.

Respectfully submitted,

A handwritten signature in black ink, reading "Margaret T. Devaney". The signature is written in a cursive style with a long, sweeping tail that extends to the right.

Margaret T. Devaney