Program Summary

**Task Force:** Thank you for the time spent crafting this report. It was very well written and clearly outlined plans for continued alignment with Plan 2020. Through the USAP process, we are working to create a culture of continuous improvement; setting specific and measurable goals is an important step in the process of moving IPFW toward this culture of improvement. Part of this effort is getting individuals and units at IPFW to think differently about planning and the future. The work of the Visual & Performing Arts Dean’s Office is critical to IPFW and we greatly appreciate the time you spent on this significant endeavor. Thank you again for being part of this important initiative.

**Criterion:** #1: Mission - How does your unit support the mission of the university? This may include your mission and vision statements. (no more than 200 words)

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**College of Visual and Performing Arts (CVPA) Mission:**

- Provide, within a broadly based curriculum, exceptional professional and liberal arts degree programs that combine creative development in an artistic discipline with career preparation through individualized instruction
- Offer culturally enriching opportunities to all students and members of the university and regional communities
- Be recognized as the major regional arts resource through creative and scholarly excellence in artistic performances, productions, exhibitions, library holdings and technology
- Be recognized as the center for arts education, outreach, collaboration, and professional leadership in northeast Indiana

**CVPA Values:**

- The highest academic, artistic, and ethical standards
- The cultivation of creativity
- Continuous personal and professional growth
- Artistic and scholarly collaboration
- Interdisciplinary inquiry and scholarship
- Diverse representation and expression

**CVPA Vision:**

CVPA will be recognized for preparing students to succeed as life-long learners and arts professionals through:

- Interaction with exceptional artist/scholar teachers
- Preparation in the best specialized facilities in the region on the IPFW campus, in satellite locations and through the technology of distance education
- Awarding of prestigious degrees from Indiana University and Purdue University
- Experiential/service learning, and outreach collaboration throughout northeast Indiana
**Criterion:** #2: Accomplishments - Please list significant accomplishments from the last three years as they align with Plan 2020 goals

**Question:** I. Foster Student Success - Please list significant accomplishments from the last three years as they align with Plan 2020 goal area I: Foster student success.

- Through the self-study process for first-time accreditation in fine arts, visual communication and design, and interior design, the dean’s office coordinated the evaluation of all assessment and curricular components of these departments. This evaluation resulted in significant refinement and improvement of these instructional processes.
- Created teaching opportunities in fine arts and private music instruction for our students through the IPFW Community Arts Academy supporting their degree programs in art education and music education.
- The dean’s office financially supports summer study abroad in the Departments of Fine Arts and Music.

**Question:** II. Creation of Knowledge - Please list significant accomplishments from the last three years as they align with Plan 2020 goal area II: Promote the Creation, Integration, and Application of Knowledge.

- Significant scholarship contributions for students for discipline-specific opportunities beyond IPFW
- Numerous faculty development grants awarded for national and international research/creative endeavor
- Produced Arts Weekly in cooperation with PBS39 in order to promote and support regional artistic endeavors throughout northeast Indiana and northwest Ohio

**Question:** III. Regional Hub - Please list significant accomplishments from the last three years as they align with Plan 2020 goal area III: Serve as a Regional Intellectual, Cultural, and Economic Hub for Global Competitiveness.

- Greatly enhanced student scholarships for study abroad
- Students reported the value of those funds and how they were utilized
- Implemented the IPFW/Shruti Indian Performance Series in October 2012; to date there have been five music and dance programs presented, with nearly 5,000 tickets distributed.
Question: IV. - Create a Stronger Univ - Please list significant accomplishments from the last three years as they align with Plan 2020 goal area IV: Create a Stronger University through Improving the Support of Stakeholders and the Quality and Efficiency of the Organization.

- Achieved first-ever accreditations for National Association of Schools of Theatre (NAST) and National Association of Schools of Art and Design (NASAD). Supported the National Association of Schools of Music (NASM) re-accreditation effort of the Department of Music. Required in this process is proof of meeting performance metrics and standards as established by these national accrediting bodies.
- Improved the quality and efficiency of our organization with financial, educational and cultural opportunities and activities with outside partners such as Fort Wayne Philharmonic, Sweetwater Sound, Shruti Indian Cultural Society of Fort Wayne, Fort Wayne Public Television (PBS39) and IPFW companies-in-residence (Fort Wayne Children’s Choir, Mikautadze Dance Theatre, Unity Performing Arts Foundation, Fort Wayne Area Community Band).
- Increased the amount and quantity of donations made through the CVPA annual capital campaign.
- Created opportunities for internships and work-study positions through marketing and public relations.

Question: Other Accomplishments - Please list any other significant accomplishments from the last three years that do not align with Plan 2020.

- Successfully transitioned Interior Design from ETCS to CVPA
- Acquired dedicated lecture classrooms, studio classrooms and student BFA studios in the renovated Modular Classroom Building
- Provided substantial financial, marketing, public relations support and advocacy on behalf of all four departments in CVPA.

Criterion: #3: Accreditations - Program specific accreditation and status

Question: Accreditations - What program-specific accreditations and status do you have, if any?

- Associate initial National Association of Schools of Art and Design (NASAD) membership (five-year review slated for 2018)
- Associate initial National Association of Schools of Theatre (NAST) membership (five-year review slated for 2017)
- Membership in National Association of Schools of Music (NASM) since 1980 (next review slated for May 2015)
**Question:** Constraints/Benefits - How do these accreditations constrain or benefit the work of your unit, if applicable?

See department reports

**Criterion: #4: Laws and Mandates - Federal and state laws or mandates that your unit addresses**

**Question:** Federal and State Laws - What federal and/or state laws or mandates do you address, if any?

- Degree maps for incoming freshmen
- Title IX
- Web accessibility as it pertains to Purdue policy VII.C.1.

**Question:** Constraints/Benefits - How do these federal and state laws or mandates constrain or benefit the work of your unit?

- They benefit our work by keeping us in compliance with state and federal regulations that govern our public communications.
- By following these mandates we are required to assess and provide continued internal training covering these regulations

**Criterion: #5: Inefficiencies - Activities that you spend resources on inefficiently or in ways that do not support the mission.**

**Question:** Inefficient use of resources - On what activities, if any, do you spend resources (money, time, people, etc.) inefficiently or in ways that do not support the mission of your unit or the university? List as many as apply.
- The dean has had uncompensated departmental responsibilities necessary for the completion of curricular delivery due to reduction in faculty.
- Our office could better utilize federal work-study funds if those funds were not distributed on a first-come, first-serve basis. For example returning student workers in VPA who already have been trained and students who possess the necessary skill set were not eligible for federal work-study this semester because those funds were already distributed to other students who had no intention of using it.

**Criterion: #6: IR and Budget Review - Review of your department profile and budget**

**Question:** Contextualize IR data - Upon review of your IR Department Profile (for academic units) and FY 14-15 Budget information, are there any data you want to correct or contextualize? To view your profile or budget visit the Office of Institutional Effectiveness website: http://www.ipfw.edu/offices/ir/profiles/

- All departmental LTL budgets fall short of what is needed; the dean’s LTL budget has been increased to help pay for the department shortfalls (especially music) but it still short by $100,000.
- All departmental S&E budgets have remained the same for the past 12 to 15 years; the increased student growth in VCD has not seen a corresponding increase in their S&E budget.

**Criterion: #7: Goal One - In this criterion, you will identify your unit goals and tell us how they align to Plan 2020, how they are measured, and what resources you need to meet them.**

**Task Force:**
1. Comment on the specificity of the goal:

The goal is specific. However, the action plan for the achieving goal only lists raising money.

2. Comment on the goal's measures:

No measure for the goal progress.

3. Comment on the unit’s ability to achieve the goal (include a consideration of the departmental profile and budget data):

Not sure as the report pointed out there is unknown support for this project in the community.

4. Comment on the goal’s relevance:

This goal ties into the strategic plan, and having seen the displays in VA the gallery would be brilliant, but why does this fall so high on the importance scale? It was mentioned in the timeline that they would like to report significant progress before the NASAD five year review - is this a high priority for NASAD member institutions? Does membership require it?

5. Comment on the timeline of the goal:

It does seem reasonable. Other than not knowing what significant progress is, they are allowing 3 years.

Possible opportunities for collaboration or suggestions for addressing a gap:

**Question:** Unit Goal - What is your unit goal?

**Build an art gallery**

**Question:** IPFW Goal - What 2020 goal(s) does this unit goal align with? List as many as apply. If it does not align, you may write “NA” or clarify.

**III.C.** Produce and sponsor outstanding cultural and artistic programming.

**IV.C.1.** Build infrastructure to support advancement goals and functions.

**Question:** Priority Level - Is the unit goal high, medium, or low priority? Limit your high-priority unit goals to 3 to 5.
Question: Actions - What action(s) does your unit plan to take to support this unit goal?

Create a development advisory board for raising funds to build an art gallery on campus with a projected cost of $3.5 million.

Question: Metrics - With what metrics will you assess progress toward accomplishing this unit goal on an annual basis?

The amount of money raised toward this project

Question: Resources - Are you able to accomplish this unit goal with your current resources?

No

Question: Needed Resources - If you don’t have enough resources, what additional resources do you need to accomplish this unit goal?

Outside financial and administrative support

Question: Challenges - What challenges, other than financial resources, might affect your progress toward accomplishing this unit goal?

Unknown level of university and community support
**Question:** Timeline - If achieving this unit goal will take longer than one year, what is your timeline for implementing and accomplishing it?

We want to report significant progress on this goal by the time we submit our five-year NASAD initial membership review.

**Criterion:** #8: Goal Two - In this criterion, you will identify your unit goals and tell us how they align to Plan 2020, how they are measured, and what resources you need to meet them.

**Task Force:**

1. Comment on the specificity of the goal:
   
   Very specific

2. Comment on the goal's measures:
   
   The metrics will measure the goal's progress - it will be interesting over time to see if the attendees increase over time and by how much.

3. Comment on the unit's ability to achieve the goal (include a consideration of the departmental profile and budget data):
   
   Possible the new plan would require less advertising funds since coordinated between all units. Sees that the access to the Admissions’ databases should be doable since it involves recruitment - high priority.

4. Comment on the goal's relevance:
   
   Student recruitment seems highly relevant as well as using resource efficiently since coordinating between units should be more cost effective.

5. Comment on the timeline of the goal:
   
   realistic

   Possible opportunities for collaboration or suggestions for addressing a gap:
   
   Admissions Office

**Question:** Unit Goal - What is your unit goal?
Create an active and coordinated recruiting plan/program out of the dean’s office that more efficiently coordinates audition, interview, scholarship applications to better utilize resources and marketing materials.

**Question:** IPFW Goal - What 2020 goal(s) does this unit goal align with? List as many as apply. If it does not align, you may write “NA” or clarify.

IV.B.3. Eliminate process barriers in enrollment management that impact student achievement.

*Additionally, we note that we cannot identify any specific goal that applies to recruiting students.*

**Question:** Priority Level - Is the unit goal high, medium, or low priority? Limit your high-priority unit goals to 3 to 5.

High

**Question:** Actions - What action(s) does your unit plan to take to support this unit goal?

Significant coordination between four departments in planning of interviews, auditions and scholarship competitions. Create a college-wide committee comprised of faculty representatives from each department convened to create coordinated recruiting efforts.

**Question:** Metrics - With what metrics will you assess progress toward accomplishing this unit goal on an annual basis?

College committee creates a successful program that results in a unified set of interviews, auditions and scholarship competitions. In response to these new programs, an increased number of attendees at these events.
**Question:** Resources - Are you able to accomplish this unit goal with your current resources?

No

**Question:** Needed Resources - If you don’t have enough resources, what additional resources do you need to accomplish this unit goal?

Additional funds for advertising and marketing collateral (printed pieces, banners, table displays, etc.). Access to Admissions’ high school databases to create a more thorough list of school administrative contacts and discipline-specific teachers.

**Question:** Challenges - What challenges, other than financial resources, might affect your progress toward accomplishing this unit goal?

The limited resources of the Admissions office.

**Question:** Timeline - If achieving this unit goal will take longer than one year, what is your timeline for implementing and accomplishing it?

Due to vacancies in department chair positions, implementation could take up to two years, January 2017.

**Criterion:** #9: Goal Three - In this criterion, you will identify your unit goals and tell us how they align to Plan 2020, how they are measured, and what resources you need to meet them.

**Task Force:**
1. Comment on the specificity of the goal:

Very vague when you consider that so much could be encompassed by "technology upgrades." What is the focus? The creation of a college technology committee seems like a good start to begin pinpointing needs.

2. Comment on the goal's measures:

Not a measurement of the goal’s progress.

3. Comment on the unit’s ability to achieve the goal (include a consideration of the departmental profile and budget data):

Not likely without financial resources. Should fundraising be directed towards this? Or could a pool of money be created for departments with more specific and stringent technical needs to refresh their equipment on a regular basis?

4. Comment on the goal’s relevance:

Very to stay competitive.

5. Comment on the timeline of the goal:

Possible opportunities for collaboration or suggestions for addressing a gap:

Local businesses for sponsorship.

**Question:** Unit Goal - What is your unit goal?

Technology upgrades in VPA facilities

**Question:** IPFW Goal - What 2020 goal(s) does this unit goal align with? List as many as apply. If it does not align, you may write “NA” or clarify.
I.B.5. Transform the concept of the college classroom and the delivery of education.

I.E.2. Develop activities and experiences that promote success in student achievement through programs with strong student learning outcomes, high graduation rates, and strong job placement prospects.


IV.B.3. Eliminate process barriers in enrollment management that impact student achievement.

IV.B.4. Identify gaps in academic and program offerings and prioritize programs for creation, expansion, merging, or cessation.

**Question:** Priority Level - Is the unit goal high, medium, or low priority? Limit your high-priority unit goals to 3 to 5.

High

**Question:** Actions - What action(s) does your unit plan to take to support this unit goal?

Continued commitment from Administration and IT Services. Re-institute the college-wide technology committee to assess and prioritize on-going and future technology needs and challenges.

**Question:** Metrics - With what metrics will you assess progress toward accomplishing this unit goal on an annual basis?

Software-hardware compatibility of our high-end design, music and theatre labs remain current and competitive.

**Question:** Resources - Are you able to accomplish this unit goal with your current resources?
Question: Needed Resources - If you don’t have enough resources, what additional resources do you need to accomplish this unit goal?

ITS and Administrative funding commitment

Question: Challenges - What challenges, other than financial resources, might affect your progress toward accomplishing this unit goal?

Keeping up with the high rate of technological development and advances

Question: Timeline - If achieving this unit goal will take longer than one year, what is your timeline for implementing and accomplishing it?

This is an ongoing and constant issue that we expect will always be an issue.

Criterion: #10: Goal Four - In this criterion, you will identify your unit goals and tell us how they align to Plan 2020, how they are measured, and what resources you need to meet them.

Task Force:
1. Comment on the specificity of the goal:

Don't know what the initiative was/is but if highly successful in Theatre then sharing across units is desirable.

2. Comment on the goal’s measures:

3. Comment on the unit’s ability to achieve the goal (include a consideration of the departmental profile and budget data):

No external resources are needed so this goal seems highly achievable.

4. Comment on the goal’s relevance:

It seems very relevant for student success.

5. Comment on the timeline of the goal:

Very reasonable

Possible opportunities for collaboration or suggestions for addressing a gap:

English, Writing Center

**Question:** Unit Goal - What is your unit goal?

Spearhead a college-wide writing initiative modeled on the Department of Theatre writing initiative instituted in 2011.

**Question:** IPFW Goal - What 2020 goal(s) does this unit goal align with? List as many as apply. If it does not align, you may write “NA” or clarify.

I.A.1. Improve quality and fidelity of assessment process of degree/certificate programs, General Education program, and Baccalaureate Framework with dedicated resources.

**Question:** Priority Level - Is the unit goal high, medium, or low priority? Limit your high-priority unit goals to 3 to 5.

Medium
**Question:** Actions - What action(s) does your unit plan to take to support this unit goal?

Departmental meetings and training to create discipline-specific writing maps and rubrics.

**Question:** Metrics - With what metrics will you assess progress toward accomplishing this unit goal on an annual basis?

The successful completion and implementation of discipline-specific maps and rubrics in each department.

**Question:** Resources - Are you able to accomplish this unit goal with your current resources?

Yes

**Question:** Needed Resources - If you don’t have enough resources, what additional resources do you need to accomplish this unit goal?

Not applicable

**Question:** Challenges - What challenges, other than financial resources, might affect your progress toward accomplishing this unit goal?

Faculty buy-in and participation and chair oversight
Question: Timeline - If achieving this unit goal will take longer than one year, what is your timeline for implementing and accomplishing it?

One to one-and-one half years; completion by May 2016

Criterion: #11: Goal Five - In this criterion, you will identify your unit goals and tell us how they align to Plan 2020, how they are measured, and what resources you need to meet them.

Question: Unit Goal - What is your unit goal?

Not applicable

Question: IPFW Goal - What 2020 goal(s) does this unit goal align with? List as many as apply. If it does not align, you may write “NA” or clarify.

Question: Priority Level - Is the unit goal high, medium, or low priority? Limit your high-priority unit goals to 3 to 5.

Question: Actions - What action(s) does your unit plan to take to support this unit goal?

Question: Metrics - With what metrics will you assess progress toward accomplishing this unit goal on an annual basis?

Question: Resources - Are you able to accomplish this unit goal with your current resources?

Question: Needed Resources - If you don’t have enough resources, what additional resources do you need to accomplish this unit goal?
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**Question:** Challenges - What challenges, other than financial resources, might affect your progress toward accomplishing this unit goal?

**Question:** Timeline - If achieving this unit goal will take longer than one year, what is your timeline for implementing and accomplishing it?

**Criterion:** #12: Goal Six - In this criterion, you will identify your unit goals and tell us how they align to Plan 2020, how they are measured, and what resources you need to meet them.

**Question:** Unit Goal - What is your unit goal?

Not applicable

**Question:** IPFW Goal - What 2020 goal(s) does this unit goal align with? List as many as apply. If it does not align, you may write “NA” or clarify.

**Question:** Priority Level - Is the unit goal high, medium, or low priority? Limit your high-priority unit goals to 3 to 5.

**Question:** Actions - What action(s) does your unit plan to take to support this unit goal?

**Question:** Metrics - With what metrics will you assess progress toward accomplishing this unit goal on an annual basis?

**Question:** Resources - Are you able to accomplish this unit goal with your current resources?

**Question:** Needed Resources - If you don’t have enough resources, what additional resources do you need to accomplish this unit goal?
**Question:** Challenges - What challenges, other than financial resources, might affect your progress toward accomplishing this unit goal?

**Question:** Timeline - If achieving this unit goal will take longer than one year, what is your timeline for implementing and accomplishing it?

**Criterion:** #13: Goal Seven - In this criterion, you will identify your unit goals and tell us how they align to Plan 2020, how they are measured, and what resources you need to meet them.

**Question:** Unit Goal - What is your unit goal?

*Not applicable*

**Question:** IPFW Goal - What 2020 goal(s) does this unit goal align with? List as many as apply. If it does not align, you may write “NA” or clarify.

**Question:** Priority Level - Is the unit goal high, medium, or low priority? Limit your high-priority unit goals to 3 to 5.

**Question:** Actions - What action(s) does your unit plan to take to support this unit goal?

**Question:** Metrics - With what metrics will you assess progress toward accomplishing this unit goal on an annual basis?

**Question:** Resources - Are you able to accomplish this unit goal with your current resources?

**Question:** Needed Resources - If you don’t have enough resources, what additional resources do you need to accomplish this unit goal?
**Question:** Challenges - What challenges, other than financial resources, might affect your progress toward accomplishing this unit goal?

**Question:** Timeline - If achieving this unit goal will take longer than one year, what is your timeline for implementing and accomplishing it?

**Criterion:** #14: Goal Eight - In this criterion, you will identify your unit goals and tell us how they align to Plan 2020, how they are measured, and what resources you need to meet them.

**Question:** Unit Goal - What is your unit goal?

*Not applicable*

**Question:** IPFW Goal - What 2020 goal(s) does this unit goal align with? List as many as apply. If it does not align, you may write “NA” or clarify.

**Question:** Priority Level - Is the unit goal high, medium, or low priority? Limit your high-priority unit goals to 3 to 5.

**Question:** Actions - What action(s) does your unit plan to take to support this unit goal?

**Question:** Metrics - With what metrics will you assess progress toward accomplishing this unit goal on an annual basis?

**Question:** Resources - Are you able to accomplish this unit goal with your current resources?

**Question:** Needed Resources - If you don't have enough resources, what additional resources do you need to accomplish this unit goal?
**Question:** Challenges - What challenges, other than financial resources, might affect your progress toward accomplishing this unit goal?

**Question:** Timeline - If achieving this unit goal will take longer than one year, what is your timeline for implementing and accomplishing it?

**Criterion:** #15: Goal Nine - In this criterion, you will identify your unit goals and tell us how they align to Plan 2020, how they are measured, and what resources you need to meet them.

**Question:** Unit Goal - What is your unit goal?

*Not applicable*

**Question:** IPFW Goal - What 2020 goal(s) does this unit goal align with? List as many as apply. If it does not align, you may write “NA” or clarify.

**Question:** Priority Level - Is the unit goal high, medium, or low priority? Limit your high-priority unit goals to 3 to 5.

**Question:** Actions - What action(s) does your unit plan to take to support this unit goal?

**Question:** Metrics - With what metrics will you assess progress toward accomplishing this unit goal on an annual basis?

**Question:** Resources - Are you able to accomplish this unit goal with your current resources?

**Question:** Needed Resources - If you don’t have enough resources, what additional resources do you need to accomplish this unit goal?
Question: Challenges - What challenges, other than financial resources, might affect your progress toward accomplishing this unit goal?

Question: Timeline - If achieving this unit goal will take longer than one year, what is your timeline for implementing and accomplishing it?

Criterion: #16: Goal Ten - In this criterion, you will identify your unit goals and tell us how they align to Plan 2020, how they are measured, and what resources you need to meet them.

Question: Unit Goal - What is your unit goal?

Not applicable

Question: IPFW Goal - What 2020 goal(s) does this unit goal align with? List as many as apply. If it does not align, you may write “NA” or clarify.

Question: Priority Level - Is the unit goal high, medium, or low priority? Limit your high-priority unit goals to 3 to 5.

Question: Actions - What action(s) does your unit plan to take to support this unit goal?

Question: Metrics - With what metrics will you assess progress toward accomplishing this unit goal on an annual basis?

Question: Resources - Are you able to accomplish this unit goal with your current resources?

Question: Needed Resources - If you don't have enough resources, what additional resources do you need to accomplish this unit goal?
Question: Challenges - What challenges, other than financial resources, might affect your progress toward accomplishing this unit goal?

Question: Timeline - If achieving this unit goal will take longer than one year, what is your timeline for implementing and accomplishing it?