



OVERVIEW OF YEAR 2 IN TCVPA STRATEGIC PLANNING (AY 2025- 2026)

The **AY 2025–2026** action set marks a defining moment in the **Texas Tech University College of Visual & Performing Arts'** evolution toward a values-driven, generative planning culture. This year will demonstrate how stable vision and TCVPA, shared, core values can anchor adaptive, data-informed actions that meet the moment while building for the future. Essentially, AY 2024–2025 served as the “*Laboratory Year*.” This inaugural in the planning cycle, where high-curiosity exploration and pilot programs stress-tested both process and structure, the TCVPA community demonstrated successful planning efforts and completion rates. Resultantly, AY 2025–2026 represents a “Scale-Out Year,” where proven approaches are embedded into systems, partnerships are deepened, and strategic infrastructure is strengthened for sustained impact.

At the heart of this transition is our TCVPA Values Culture—Curiosity, Creativity, Care, Principled Conduct, and Sense of Community. These shared, core values remain our compass for both artistic expression and operational decision-making. Through the new “Values Alignment Rubric,” every action has been scored for its relationship to these critical social contacts and underscore the foundation of the TCVPA strategic plans planning pillars: Educational Excellence (*advancing high-impact learning and academic innovation*), Innovation (*cultivating creative, research-driven, and experimental practices*), and Outreach & Engagement (*fostering partnerships, cultural exchange, and public impact*).

The data tells a powerful story:

- **Sense of Community** surged from 10.95% to 42.55% of all actions, reflecting a deepened commitment to connection, belonging, and cross-pillar collaboration.
- **Care** expanded from 0.48% to 17.63%, signaling a tangible focus on wellbeing, and human dimensions of our work.
- **Principled Conduct** rose from 3.33% to 12.77%, showing stronger integration of policy alignment, accreditation readiness, and ethical practice.
- **Curiosity** decreased from 70% to 13.37%, an intentional pivot from open exploration to consolidating gains—though balanced renewal of creative exploration will be essential to prevent stagnation.

From Values to Strategic Action: Each planning pillar now carries a balanced portfolio of values-aligned initiatives, ensuring that the *what* we do is inseparable from the *how* we do it! The FRACTALS planning model allows the TCVPA mission and values to remain stable, while adjusting our initiatives year to year in response to feedback, performance metrics, and evolving opportunities, platforming our highest aspirations in every action:

- **Educational Excellence** initiatives increasingly center on Principled Conduct and Care, ensuring that pedagogy and policy advance together.
- **Innovation** actions now prioritize Sense of Community alongside experimental projects, embedding collaborative culture into creative risk-taking.
- **Outreach & Engagement** is heavily weighted toward Sense of Community and Principled Conduct, establishing sustainable, trust-based partnerships.
- **Why This Matters:** By intentionally connecting values to actions, TCVPA is building a resilient planning culture where ethical, human-centered practice drives decision-making. This positions our programs and partnerships for durable impact in local, national, and global arts ecosystems, all while demonstrating the impact of shared values, culture, and imagination.

Looking Ahead: The insights from this analysis include value distribution, stakeholder shifts, and code confidence- which all point to the future rather than merely mark progress. By integrating the “Values Alignment Rubric” into curricular planning, programming, relationships, and annual reviews, we ensure that our culture is embedded. The result is a College that is artistically bold, operationally disciplined, and culturally coherent, and an artistic leader but a culture that uplifts excellence in everything we do.

A DEEPER LOOK AHEAD AT VALUES INTEGRATION AND DESIGNED SYSTEMS IN YEAR 2 (AY.868①.868②)

I. Purpose & Context: The TCVPA AY 2025-2026 action set, evaluated through the FRACTALS model of generative plan building, represents a decisive stage in TCVPA's strategic evolution:

- Last year (AY 2024–2025) marked our first year of implementation—a Laboratory Year defined by high-curiosity exploration, proof-of-concept pilots, and process stress-testing. These exploratory actions were designed to test boundaries, uncover opportunities, and evaluate the resilience and flexibility of both our operational systems and our cultural commitments.
- This year (AY 2025–2026) shifts to scale-out and consolidation—embedding the most successful innovations into durable systems. The emphasis is now on replicability, cultural anchoring, and alignment with institutional mission, while safeguarding the adaptability and creative spark that fueled the Laboratory Year.

Year-over-year value distribution shifts:

- **Sense of Community:** +31.6 pts (10.95% → 42.55%)
- **Care:** +17.15 pts (0.48% → 17.63%)
- **Principled Conduct:** +9.44 pts (3.33% → 12.77%)
- **Curiosity:** –56.63 pts (70% → 13.37%)
- **Creativity:** –3.62 pts (16.2% → 15.37%)

These changes signal a pivot toward relationship-centered practice, sustainability, and policy integration—without abandoning the innovative energy that launched the plan.

This might also suggest that:

- **The New Plan Year (Year 1) is much more balanced.** Year 1 was weighted toward *Curiosity* (70% stakeholder-linked actions), whereas Year 2 distributes focus evenly across values.
- **Community and Care now dominate.** Combined, they account for over 60% of Year 2 actions, compared to just ~11% in Year 1.
- **Principled Conduct grew significantly.** This suggests a stronger ethical alignment and integrity-based goals.
- **Creativity's role is steady,** but proportionally slightly reduced due to the large growth in other categories.

II. FRACTALS Model Lens and Plan Lifecycle Features

FRACTAL Lens: The TCVPA Strategic Plan, influenced by a unique aspect of the FRACTALS planning model via leaning into shared values and governance, will develop via focus on annual “Lenses,” or Phase-as-Theme, underscored by an ethos of “*same pattern, new scale.*” “Lenses” are values-first wrappers that make annual emphasizes legible.

5-Year Lense Snapshot (*phase = brand = theme*)

- **AY24–25 — Prototype as Process (Phase 1):** The Lab Year — “*Build, measure, learn—together.*”
Signals: baselines, pilot adoption, participation breadth, iteration speed.
- **AY25–26 — Designed to Connect (Phase 2):** Belong by Design — “*Community is how we scale.*”
Signals: sharing across groups, unit collaborations, belonging/retention, feedback→ change lead time.
- **AY26–27 — Depth of Learning (Phase 3):** Integrated learning — “*Depth becomes culture.*”
Signals: outcome gains, mentorship coverage, completion rates, time-to-adoption.
- **AY27–28 — Expanding Horizons (Phase 4):** Invent the Next — “*Focus fuels the future.*”
Signals: platforms launched, partner value/renewals, external showcases/funding, venture outputs.
- **AY28–29 — Full Circle Synthesis (Phase 5):** Full Circle → Next Spiral — “*Complete the circle. Begin the spiral.*”
Signals: balanced completion, adoption/diffusion index, readiness for next cycle.
- **AY30–231 — Expand and Reach (Phase 6):** Reach for greater frontiers — “*Driving the future through shared values*”
Signals: innovation, new opportunities, technology and tradition, belonging and growth trajectory.

Additional Planning Lifecycle Features

- **Always-On & Guardrails:** Values-first copy; every action tagged to EE/OE/I (pillar notation), balanced annular and evaluated KPI set, stakeholder focus (students, faculty, alumni/partners), and reporting organized by Values and Stakeholders first, Pillars second. Our focus remains on those who built the plan and those who we serve in TCVPA.
- **KPI Buckets** (*values-aligned, comparable year over year*)

- **Community & Care:** participation breadth, touchpoints, belonging/retention, response time to feedback.
- **Principled Conduct:** policy/assessment completion, adoption/compliance, “we heard / we did” evidence.
- **Creativity & Curiosity:** pilot throughput, iteration velocity, platform conversion.
- **Learning:** outcome gains, credential/completion, mentorship coverage, practice adoption.
- **Integration:** cross-unit collaborations, diffusion index, partner value.
- **Reporting Cadence is Monthly:** two value stories + live metric snapshot (“Fractal Fridays”), **Quarterly:** phase dashboard (KPI deltas, adoption heatmap, stakeholder mix), and **Annually:** Impact Atlas + Pattern Library; values distribution; next-cycle recommendations.

III. Values Alignment Key Observations:

- **Sense of Community** quadrupled and strengthened collaborative culture, engagement, and cross-pillar initiatives.
- **Care** growth reflects a deliberate focus on wellbeing, mentorship, and relationship stewardship.
- **Principled Conduct** gains align with accreditation readiness, policy alignment, and ethical leadership.
- **Creativity** remains stable but proportionally low; requiring deliberate attention to avoid over-bureaucratization.
- **Curiosity** decreased sharply as the plan shifted from exploration to refinement, but maintaining a healthy baseline is essential to preserve adaptability.
- **Future uses of this data:** Rebalance Creativity and Curiosity to sustain innovation without sacrificing stability. Track-weather growth in Care correlates with improved retention and satisfaction. Apply the Values Alignment Rubric annually to forecast cultural strengths and vulnerabilities before they impact performance.

IV. Stakeholder Orientation & Year-Over-Year Shift: Year 1 skewed heavily toward student-facing initiatives. Year 2 expands to a multi-stakeholder approach, with stronger engagement of faculty, institutional partners, and alumni- aligning with the principle that sustainable capacity is built through an ecosystem. Forward application would ensure balanced stakeholder benefit, use alumni and institution-facing initiatives for advocacy, fundraising, and external relations, and increase faculty-facing actions to strengthen cultural alignment and resilience. The specific distribution is compared here:

TCVPA Stakeholder Category	2024-2025 Count	2024-2025 %	2025-2026 Count	2025-2026 %
Community	47	22.38	63	19.15
Student	42	20	59	17.93
Prospective Students	42	20	29	8.81
All Stakeholders	36	17.14	13	3.95
Alumni	21	10	39	11.85
Staff	9	4.29	15	4.56
Faculty	8	3.81	47	14.29
Unspecified	2	0.95	1	0.3
Institution	2	0.95	34	10.33
Administration	1	0.48	29	8.81
TOTAL	210	100	329	100

V. Code Confidence & Continuity Findings:

- **High Confidence (1.0):** Proven, repeatable actions that anchor the plan and warrant multi-year KPIs.
- **Moderate (0.8):** Refined initiatives, ideal for scaling with adjustments.
- **Low (0.5):** Early-stage concepts needing close evaluation.
- **New (0.0):** Fresh innovation seeds for future cycles.
- **Future use:** Secure resources for high-confidence actions. Assign targeted oversight for moderate- and low-confidence actions. Curate new initiatives into a managed innovation pipeline.

VI. Dynamic Structure & Cross-Referencing: Demonstrating Plan Strength

The dynamic structure of the TCVPA Strategic Plan—rooted in the FRACTALS model—ensures adaptability without compromising cultural or strategic coherence.

How it works:

- **Adaptive cycles:** Annual action sets evolve through piloting, refining, and scaling.
- **Feedback integration:** Tools like the Values Alignment Rubric, code-confidence scoring, and stakeholder mapping support real-time course correction.
- **Multi-level connectivity:** Every action is cross-referenced to pillars, goals, values, and stakeholder groups, creating a multi-dimensional strategic map.
- **Why it matters:** Tracks continuity from pilot to scaled success. Highlights innovation pipelines by monitoring low- to high-confidence transitions. It validates that each action reinforces values and supports a balanced distribution.
- **Impact:** This is not a static plan. It is a living, responsive framework. The values culture is embedded in every decision, budget, and partnership, turning strategy into a blueprint for what comes next.

VII. Recommendations & Broader Applications of the Values Alignment Rubric

- **Suggestions:** Rebalance Creativity and Curiosity to maintain cultural vitality. Formalize values tracking in curricular planning, event programming, partnership vetting, and annual reviews. Leverage stakeholder trends to set targeted recruitment, retention, and engagement KPIs. Align faculty development with growth in Care and Principled Conduct. Conduct annual forecasting to detect emerging strengths/vulnerabilities before they impact outcomes.
- **Broader applications of the rubric:** **Curricular planning:** Align new courses with values-distribution goals. Event programming: Ensure outreach reflects target values. Partnership vetting: Evaluate collaborations for cultural alignment. Annual reviews: Integrate into staff and faculty performance metrics. Strategic design: Use in proposal review to check values fit before launch.

VIII. Conclusion: The transition from curiosity-heavy exploration to values-anchored scaling demonstrates a maturing, adaptive planning culture. FRACTALS, combined with the plan’s dynamic structure, cross-referencing methodology, and values-based evaluation, ensures TCVPA can: maintain innovation while scaling proven successes, preserve and strengthen its cultural DNA, and build a resilient ecosystem that can respond to change without losing its identity.

This approach positions TCVPA as a national model for values-integrated strategic planning in the arts—one that doesn’t simply measure success by what gets done, but by how each action strengthens the community, deepens care, and upholds principled conduct while keeping creativity and curiosity alive.

SIDE BY SIDE VALUES ALIGNMENT COMPARISON

Primary TCVPA Core Value	2024-25_Total	2024-2025_Proportion (%)	2025- 26_Total	2025-2026_Proportion (%)
Sense of Community	46	10.95	280	42.55
Care	2	0.48	116	17.63
Curiosity	294	70	88	13.37
Principled Conduct	14	3.33	84	12.77
Creativity	64	15.24	90	13.68



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TCVPA VALUES ALIGNMENT RUBRIC

Each value describes a set of related behaviors that demonstrate alignment with TCVPA's shared culture. Use the rubric below to evaluate actions or behaviors across four performance levels:

SCORING OVERVIEW

Score	Descriptor	Meaning
4	Exemplary	<i>Strong, intentional, consistent alignment with the value.</i>
3	Proficient	<i>Clear alignment or meets expectations regularly.</i>
2	Emerging	<i>Some alignment, but inconsistent or underdeveloped.</i>
1	Not Evident	<i>No meaningful alignment observed.</i>

TCVPA CORE VALUES & BEHAVIOR INDICATORS



Curiosity: *Fostering the pursuit of life-long learning*

Key Behaviors: *Question assumptions and seek new perspectives, encourage experimentation and open-mindedness, and model a reflective, inquisitive approach*



Creativity: *Generating ideas, enriching perspectives, and seeking solutions*

Key Behaviors: *Embrace risk-taking with resilience, innovates through diverse problem-solving, Values exploration and creative processes*



Care: *Creating sustainable and nurturing environments*

Key Behaviors: *Demonstrates empathy, generosity, and allyship, advocates for well-being and safety, and nurtures inclusive and supportive work environments*



Principled Conduct: *Upholding a high standard of personal behavior*

Key Behaviors: *Act with integrity, ethical decision-making, and humility, maintain accountability, fairness, and constructive feedback, and practice respectful and mindful interaction*



Sense of Community: *Sharing purpose and direction*

Key Behaviors: *fosters collaboration and inclusive engagement, build mutual trust and respect, and enhance access and connection within and beyond the college*

HOW TO APPLY THIS RUBRIC:

- **Select a Value** (e.g., Creativity) and **Observe** or **Reflect** on the action or behavior in question
- **Assign a Score** (1–4) based on how consistently and intentionally the associated behaviors were modeled
- Use **Across Values:** Score actions against multiple values to see where it aligns strongest or needs improvement.

RUBRIC TABLE

Value	Exemplary.(0)	Proficient.(9)	Emerging.(8)	Not.Evident.(7)
Curiosity	Actively questions norms, initiates discoveries, promotes reflection.	Often asks thoughtful questions and tries new ideas.	Occasionally shows but relies on frameworks.	Inquisitiveness not demonstrated.
Creativity	Innovates solutions in uncertainty, experiments, adapts dynamically.	Presents new ideas and takes some risks in problem-solving.	Repeats approach; minimal experimentation.	No creative approaches applied.
Care	Champions' wellness/well-being; takes proactive steps to support.	Timely compassionate response; mostly supportive.	Support is sporadic or reactive.	Little emotional or safety consideration.
Principled Conduct	Models ethical behavior, fairness, accountability in difficult contexts.	Generally fair/respectful; resolves problems w/ integrity.	Awareness of ethics but inconsistently applied.	Disregards ethics or accountability.
Sense of Community	Builds, empowers, expands connection and belonging.	Works collaboratively; attends to inclusion when prompted.	Participates but lacks initiative in building.	Isolated/exclusionary tendencies.