

TCVPA STRATEGIC PLAN 2025-2026

TCVPA STRATEGIC PLANNING- PLAN DEVELOPMENT WORKSHEET												
PLANNING PILLAR:	INNOVATION											
PRIORITY:	Address contemporary issues and guide the future through integration of new technologies and interdisciplinary approaches, informed by rich tradition.											
FOCAL VALUES:	Curiosity, Creativity, Principled Conduct											
KEY THEMES:	Interdisciplinary Work/ Collaboration, Role of Technology/ AI, Intersection of Arts and Humanities Scholarship, Research/Creative Activity Support and Development, Faculty and Staff Mentorship, Awards and Recognition											
REFERENCES:	Associate Dean of Research/Creative Activity/ Faculty, Grants and External Funding											
GOAL #	GOAL DESCRIPTION	INIT #:	INITIATIVE DESCRIPTION:	ACTION #	CROSS LISTED	DESCRIPTION	ACTIONS, BENCHMARKS, KPI	New or RO	Source	VALUE SUPPORTED	KEY BENEFACTORS:	
Goal 1	Elevate a culture that supports innovation and tradition											
I.1.A	Encourage initiatives that articulate innovations or traditions within a dynamic arts-based context.											
		I.1.A.1	EE.1.A.3 OE.2.C.1			Curricularly support the four units in strengthening existing and building new programs: oversee committee functions (action): re-organize the TCVPA Committee on Academic Programs, and related information (action).	Build out the Teams site, make full use of the structure moving forward for the current year. Spend the year cataloging and archiving past years.	New	ADS	Care	Student	
		I.1.A.2				Revise/examine all housed degree tracks, including FADP, minors, certificates	Maintain or expand current initiatives; measure engagement and implementation outcomes	RO	DIAS	Sense of Community	Community	
		I.1.A.3	EE.2.B.17 EE.2.C.10 I.3.A.15			Promote and grow the newly established Digital Narrative Arts (DNA) program, which consolidates Photography and Transmedia.	Promote and grow the newly established Digital Narrative Arts (DNA) program, which consolidates Photography and Transmedia.	RO	SoA	Sense of Community	Institution	
		I.1.A.4				Encourage innovations/traditions.	Match funding requests with strategic plan goals. KPI: % of funding tied to strategic goals.	RO	SoM	Creativity	Administration	
		I.1.A.5				Hire Theatre Performance/Directing Faculty.	Hire full-time T/TT Directing Faculty to strengthen core curriculum, meet accreditation standards, and diversify production leadership. KPI: Hire completed by July 2026; 1 new directing course added within 12 months of hire.	New	SoTD	Principled Conduct	Administration	
		I.1.A.6	I.1.C.9 I.3.C.10			Finalize School Strategic Plan & strengthen onboarding.	Create and finalize the School Strategic Plan by April 2026, integrating measurable metrics in all areas. Establish improved onboarding for new hires. KPI: Plan published by May 1; 100% of new hires complete onboarding within 30 days of start.	New	SoTD	Creativity	Staff	
		I.1.A.7	EE.2.A.13 EE.2.B.20 OE.1.C.5			Develop and expand undergraduate education programs.	Replace the prior hire-focused approach with a programmatic development initiative to strengthen undergraduate Performance Education, Theatre, and Dance Education programs. Review curricula for alignment with national standards (e.g., NASD/NAST) and regional workforce needs. Develop new pipelines to teaching certification and community engagement. KPI: Develop and approve 2 new courses by Spring 2027; grow enrollment by 15% in 2 years; establish 3 community-school partnerships annually.	New	SoTD	Principled Conduct	Community	
		I.1.A.8	OE.3.B.8			Elevate Signature Experiences, amplifying Marfa Intensive and strengthening associated partnerships.	Highlight signature experiences (Marfa Intensive, Study Abroad, Alumni Residencies) as integral to curriculum and student outcomes. KPI: At least 2 new experiential offerings added annually; student participation up 15% YOY.	RO	SoTD	Sense of Community	Alumni	
I.1.B	Promote diverse internal examples of innovative practice across all activities of the college.											
		I.1.B.1	I.2.C.1			Celebrate and amplify faculty achievements.	Monthly storytelling, social media features, and outreach. KPI: One success story per month; +40% online engagement.	RO	AOA	Sense of Community	Community	
		I.1.B.2				Promote diverse innovative practices; improve self-promotion coordination	Maintain or expand current initiatives; measure engagement and implementation outcomes	RO	DIAS	Sense of Community	Faculty	
		I.1.B.3	EE.2.B.16 EE.2.C.9 I.3.C.4			Produce programming (exhibitions, performances, speaker series) on AI-based arts practices, relevant to all TCVPA artistic disciplines.	Produce programming (exhibitions, performances, speaker series) on AI-based arts practices, relevant to all TCVPA artistic disciplines.	RO	SoA	Creativity	All stakeholders	
		I.1.B.4				Promote internal examples of innovation.	Share through weekly emails and marketing. KPI: # of innovations shared.	RO	SoM	Creativity	Student	
		I.1.B.5	EE.2.A.9 EE.2.B.21 I.3.C.7			Integrate accreditation into season planning and Marfa Intensive.	Emphasize production season planning through NAST/NASD accreditation lens and integrate Marfa Intensive as a signature experiential learning component. Link each production to curriculum learning outcomes. KPI: 100% of productions mapped to curriculum, Marfa Intensive participation up 15% YOY.	RO	SoTD	Curiosity	Administration	
I.1.C	Explore best practices related to arts-based innovation and technological advancement.											
		I.1.C.1	EE.1.B.3 EE.2.B.6			Transition fully to Scholarship Universe.	Complete system implementation with testing and training. KPI: Full launch Spring 2026; all users trained by Feb 2026.	RO	AOA	Care	Student	
		I.1.C.2				Collaborate with Development to tie alumni metrics to giving.	Establish measurable benchmarks; link activity to donations. KPI: defined metrics by Spring 2026.	RO	AOA	Sense of Community	Alumni	
		I.1.C.3	EE.1.B.1 EE.2.B.5			Refine internal scholarship tracking & communication.	Update internal scholarship tracking procedures aligned with Scholarship Universe; improve clarity across all units. KPI: 90% reduction in tracking discrepancies; Timeline: Updates Fall 2025, evaluations Spring 2026.	RO	AOA	Principled Conduct	Student	
		I.1.C.4				Explore best practices in arts-based innovation and tech advancement; improve cross-communication	Maintain or expand current initiatives; measure engagement and implementation outcomes	RO	DIAS	Sense of Community	Alumni	
		I.1.C.5	OE.3.C.6			Increase Brand Awareness for the College Through Print Materials: Stay Up to Date with New Branding Guidelines.	Continue the process of updating materials that still have the old logo as we are able. Check and approve orders made through TechBuy to ensure they follow guidelines. Review brand updates as they are released and inform the necessary parties.	New	MC	Creativity	Institution	
		I.1.C.6				Incorporate AI-based tools and problems into learning.	Additional Info: Develop and implement new curricula, enabling students to undertake critical study of generative AI in contemporary art (examining problems of fair use and authorship) and also responsibly apply AI in the production of art in the classroom.	RO	SoA	Curiosity	Student	
		I.1.C.7				Support research/tech advancement.	Fund faculty travel & innovation speakers. KPI: Annual outcome review.	RO	SoM	Curiosity	Faculty	
		I.1.C.8	I.2.B.14 I.3.B.5			Implement Technology Improvement Plan.	Develop and implement a 3-year technology plan across all facilities and productions. KPI: Complete 2 major equipment upgrades annually; 95% of production spaces updated by 2028.	RO	SoTD	Creativity	Institution	

		I.1.C.9	I.1.A.6 I.3.C.10	Finalize School Strategic Plan & strengthen onboarding.	Create and finalize the School Strategic Plan by April 2026, integrating measurable metrics in all areas. Establish improved onboarding for new hires. KPI: Plan published by May 1; 100% of new hires complete onboarding within 30 days of start.	New	SoTD	Creativity	Staff
		I.1.C.10		Maintain best practices in safety.	Expand safety practices recognized by Presidential Safety Award; integrate into student/faculty training and accreditation planning. KPI: Conduct 2 safety audits annually; zero OSHA violations.	RO	SoTD	Care	All stakeholders
Goal 2	Strengthen access to innovation								
	I.2.A	Gather information and provide resources to eliminate barriers to access.							
		I.2.A.1	EE.2.B.3	Promote award opportunities through campaigns.	Share opportunities via EMMA, web, social, and faculty engagement. KPI: +25% award applications; campaigns per award cycle.	RO	AOA	Sense of Community	Community
		I.2.A.2		Support RCAA Colloquium annually.	Provide branding, décor, and web support for event. KPI: +50% attendance; March 12, 2026.	RO	AOA	Care	Institution
		I.2.A.3	EE.2.B.4 I.2.B.1	Maintain centralized dossier templates & support.	Assist departments to reduce dossier workload; update annually. KPI: 100% template adoption; reviewed each August.	RO	AOA	Care	Faculty
		I.2.A.4	I.3.A.5 I.3.A.9	Reduce grant barriers with tools/templates.	Ensure faculty have access to targeted supports (budget tools, logic models, sample language) to lower application friction.	RO	GAR	Care	Faculty
		I.2.A.5	I.3.A.6 OE.3.B OE.3.B.4	Deliver faculty grant workshops & coaching.	Offer structured workshops and 1:1 consults; connect to external sponsors and campus partners.	RO	GAR	Sense of Community	Faculty
		I.2.A.6	I.3.A.10	Grow RCAA applications from baseline.	Increase internal RCAA submissions and first-time applicants; align topics to unit/college priorities.	RO	GAR	Creativity	Prospective Students
		I.2.A.7	EE.2.A.6 EE.2.B.15	Augment online course offerings and consider alternate course structures to make our programs accessible to working and non-traditional students.	Additional Info: Research distance learning and low-residency degree programs at peer institutions and aspirational peer institutions. Survey student body and faculty to assess demand, interest, and logistical and pedagogical concerns.	RO	SoA	Curiosity	Student
		I.2.A.8		Address barriers to innovation.	Review AFRs to identify barriers. KPI: Themes extracted and acted upon.	New	SoM	Creativity	Prospective Students
		I.2.A.9		Improve ticketing communication.	Create standardized ticketing pathways across box offices. KPI: Ticket sales tracking reports available monthly; sales up 10% YOY.	RO	SoTD	Principled Conduct	All stakeholders
	I.2.B	Amplify mechanisms to eliminate redundancies and maximize human and financial resources.							
		I.2.B.1	EE.2.B.4 I.2.A.3	Maintain centralized dossier templates & support.	Assist departments to reduce dossier workload; update annually. KPI: 100% template adoption; reviewed each August.	RO	AOA	Care	Faculty
		I.2.B.2		Eliminate barriers and redundancies for faculty resources at the college level.	Identify, design, and implement streamlined procedures that reduce barriers to resources and clarify internal processes. KPI: documented barrier reductions, increased engagement across career trajectories.	New	ASO	Sense of Community	Staff
		I.2.B.3	EE.1.A.6 I.3.B.1	Audit faculty salaries annually.	Continuously audit faculty salaries to identify potential savings and reallocate funds to increase faculty positions. KPI: Complete audits by May annually; reallocate ≥2% of salary savings to hire or retain faculty each year.	New	FIN	Care	Faculty
		I.2.B.4	EE.1.A.7	Maximize faculty on FOPs 11A004.	Allocate as many faculty members as possible to 11A004 funding lines to optimize FTE totals for reporting and budgeting. KPI: ≥95% of eligible faculty allocated; review bi-annually.	New	FIN	Care	Administration
		I.2.B.5	EE.2.B.12 OE.2.C.5	Streamline 2-3 high-friction processes annually.	Identify and fix 2-3 of the most challenging financial processes, such as scholarships, purchasing, and travel. KPI: Complete one process optimization per quarter; reduce processing time by 20%.	New	FIN	Principled Conduct	Staff
		I.2.B.6	EE.3.A.6 OE.3.B.3	Analyze SoM Band & Choir camp finances.	Audit and optimize revenue and expense structures for Band & Choir camps. KPI: Increase net camp revenue by 10% by next fiscal year.	New	FIN	Principled Conduct	Institution
		I.2.B.7	EE.1.C.2 EE.3.B.5	Address Cultural Activities Fee account deficits.	Re-evaluate Cultural Activities Fee accounts to restore positive balances after two deficit years. KPI: Eliminate deficit by FY27; monthly monitoring reports.	New	FIN	Care	Administration
		I.2.B.8	EE.2.A.4 EE.2.B.13	Reduce SoA SIF forecast.	Partner with SoA to reforecast Student Incidental Fees (SIFs) to match actuals and avoid deficits. KPI: Achieve ≤5% variance between forecast and actuals.	New	FIN	Sense of Community	Student
		I.2.B.9	EE.2.B.14 OE.1.C.1	Audit 16A422 first-year recruitment scholarships.	Audit and restructure first-year recruitment scholarship account to align with enrollment goals and budget sustainability. KPI: All available funds awarded; balance monitored quarterly.	New	FIN	Care	Prospective Students
		I.2.B.10	EE.1.A.8	Address underutilized scholarship funds.	Standardize and simplify the scholarship process across units to ensure funds are fully awarded. KPI: ≥95% of available scholarship dollars awarded annually.	New	FIN	Principled Conduct	Student
		I.2.B.11	EE.2.C.3	Align TUF proposals with TTU/TCVPA priorities.	Align unit/college research with institutional priorities and TUF themes; continue iterative re-submissions as needed.	RO	GAR	Curiosity	Faculty
		I.2.B.12		Maximize human/financial resources.	Hold bi-weekly staff meetings. KPI: Budget alignment report.	RO	SoM	Care	Staff
		I.2.B.13	EE.1.A.11 I.3.B.4	Evaluate TA/RA/GPTI distribution.	Evaluate TA/RA/GPTI distribution to maximize use. Annual data review and optimize allocation between graduate and undergraduate needs; align with teaching load and recruitment goals. KPI: Reduce unfilled positions by 20%, complete allocation decisions by July 1 annually.	RO	SoTD	Principled Conduct	Faculty
		I.2.B.14	I.1.C.8 I.3.B.5	Implement Technology Improvement Plan.	Develop and implement a 3-year technology plan across all facilities and productions. KPI: Complete 2 major equipment upgrades annually; 95% of production spaces updated by 2028.	RO	SoTD	Creativity	Institution
	I.2.C	Enhance publicity to share innovative practice, resources, and information.							
		I.2.C.1	I.1.B.1	Celebrate and amplify faculty achievements.	Monthly storytelling, social media features, and outreach. KPI: One success story per month; +40% online engagement.	RO	AOA	Sense of Community	Community
		I.2.C.2	OE.2.B.9 OE.3.C.11	Increase Awareness for the College Through Social, Web, & Advertising, Using Graphics, Stories, Videos & Photos: Create and improve Videos, augmenting and diversifying content.	Make videos and visual elements for all outlets (i.e. social, web, tv, etc.). Spotlights: Produce student and faculty spotlights across the college. Features: Focus on specific classes, projects, outreach & engagement, or events. Record and release monthly 'Minute With the Dean.' 'Work with IA on campaign video(s).	New	MC	Sense of Community	Faculty
		I.2.C.3	OE.2.B.13	Elevate media presence of outreach and engaged creative projects.	Promote innovation and interdisciplinary highlights.	RO	MC	Sense of Community	Community
		I.2.C.4	EE.2.C.8 OE.4.A.11	Increase visibility of faculty and student research online.	Increase visibility of faculty and student research online.	RO	SoA	Curiosity	Faculty
		I.2.C.5	EE.2.C.7 OE.2.A.5	Make the SoA/TCVPA a gathering place for faculty from throughout campus, a venue for the exchange of ideas, and a site at which new research partnerships are founded.	Make the SoA/TCVPA a gathering place for faculty from throughout campus, a venue for the exchange of ideas, and a site at which new research partnerships are founded.	RO	SoA	Curiosity	Faculty
		I.2.C.6	EE.2.C.13 I.3.C.6 OE.1.A.9 OE.4.A.13	Enhance production season marketing.	Improve marketing strategy to increase awareness of production season, leveraging alumni testimonials and accreditation outcomes in messaging. KPI: Attendance up 10%, at least 80% of students engaged in production attendance.	RO	SoTD	Sense of Community	Alumni
Goal 3	Encourage and sustain infrastructure that supports and incentivizes high-yield innovation								
	I.3.A	Incentivize innovation through funding, infrastructure, and reward teaching, research, and staff efforts.							
		I.3.A.1		Build faculty development and mid-career support network.	Launch targeted Faculty Development Workshops and complete planning for a Mid-Career Faculty Network (launch August 2026). KPI: attendance rates, survey feedback, network proposal by June 2026.	New	ASO	Care	Faculty
		I.3.A.2		Improve applications and submissions for awards.	Expand internal communications (website, newsletters, social media) and faculty touchpoints to increase applications and awards. KPI: increase in submissions, award outcomes.	RO	ASO	Creativity	Faculty

I.3.A.3		Develop internal-to-external award pathways.	Formalize external award cultivation strategies through the TCVA Research, Awards & Innovation Committee. KPI: increased external award nominations and wins.	RO	ASO	Curiosity	Faculty
I.3.A.4		Launch Research, Innovation & Awards Committee.	Committee to advise on internal/external awards, internal grants, and strategic partnerships. KPI: annual recommendations and impact report.	New	ASO	Curiosity	Faculty
I.3.A.5	I.2.A.4 I.3.A.9	Reduce grant barriers with tools/templates.	Ensure faculty have access to targeted supports (budget tools, logic models, sample language) to lower application friction.	RO	GAR	Care	Faculty
I.3.A.6	I.2.A.5 OE.3.B.1 OE.3.B.4	Deliver faculty grant workshops & coaching.	Offer structured workshops and 1:1 consults; connect to external sponsors and campus partners.	RO	GAR	Sense of Community	Faculty
I.3.A.7	OE.3.B.5 OE.3.B.6	Expand international reach & support (via OIA).	Coordinate with OIA to raise visibility of international opportunities, Fulbright-adjacent pipelines, and co-taught/host activities.	RO	GAR	Care	Prospective Students
I.3.A.8		Coordinate with Office of Advancement.	Collaborate with TTU Office of Advancement & TTUS IA to expand foundation/corporate funding prospects.	New	GAR	Sense of Community	Alumni
I.3.A.9	I.2.A.4 I.3.A.5	Reduce grant barriers with tools/templates.	Ensure faculty have access to targeted supports (budget tools, logic models, sample language) to lower application friction.	RO	GAR	Care	Faculty
I.3.A.10	I.2.A.6	Grow RCAA applications from baseline.	Increase internal RCAA submissions and first-time applicants; align topics to unit/college priorities.	RO	GAR	Creativity	Prospective Students
I.3.A.11	OE.4.A.6	Improve College and School Websites to Increase Visibility and Overall User Experience: Review of College and School's Content with Web Health Report.	Complete college website review ending summer session II. School of Music website review will take place during fall semester. Work with faculty and school contacts to ensure all content is relevant and updated.	New	MC	Care	Institution
I.3.A.12	OE.4.A.7	Improve College and School Websites to Increase Visibility and Overall User Experience: Update sections on different webpages to ensure content flows efficiently.	Review current content. Meet with schools for their input. Implement changes.	New	MC	Creativity	Community
I.3.A.13	OE.2.B.12 OE.4.A.8	Move to Centralized Updates of the Website from Within the College: Move access from schools to TCVA.	Faster & more efficient workflow - All updates will go through the exact same process(es). All web pages will remain consistent; code is not broken. Anyone making updates within the college will be familiar with html and the code being used.	New	MC	Sense of Community	All stakeholders
I.3.A.14	OE.4.A.9	Web audit for improved UI/UX and accessibility.	Include user journey design thinking. Implement best practices. Continuously improve.	RO	MC	Creativity	All stakeholders
I.3.A.15	EE.2.B.17 EE.2.C.10 I.1.A.3	Promote and grow the newly established Digital Narrative Arts (DNA) program, which consolidates Photography and Transmedia.	Promote and grow the newly established Digital Narrative Arts (DNA) program, which consolidates Photography and Transmedia.	RO	SoA	Sense of Community	Institution
I.3.A.16	OE.2.B.15 OE.3.A.9	Incentivize innovation infrastructure.	Track facility upgrades & matched funding. KPI: Usage & upgrade logs.	RO	SoM	Creativity	Institution
I.3.A.17	OE.2.B.17	Expand community partnerships.	Build needed local programs. KPI: # of community partners.	New	SoM	Sense of Community	Community
I.3.A.18	OE.2.C.7	Increase recognition for awards.	Increase faculty submissions for external awards recognizing research and creative activity. KPI: 5 new submissions annually; 2 new external awards secured annually.	RO	SoTD	Curiosity	Faculty

Collaboration and interdisciplinary efforts.							
I.3.C.1	EE.3.C.20 OE.4.A.1	Enhance a continuous improvement culture through accreditation processes and appropriate actions leading to reaccreditation within disciplines.	Assess the current accreditations steps on each school and identify the appropriate actions and support for successful re-accreditation	New	ADS	Care	Administration
I.3.C.2		Expand interdisciplinary/STEAM and international research.	Lead AI Working Group, expand Innovation Intersection, and international collaborations. KPI: number of interdisciplinary projects, external funding applications, and partnerships.	New	ASO	Curiosity	Faculty
I.3.C.3	EE.3.B.7 OE.2.B.6	Network to broaden collaborations.	Continue structured networking (OIA, HUB, a2ru, Rawls, PLI, etc.) to seed proposals and engaged projects.	RO	GAR	Sense of Community	Community
I.3.C.4	EE.2.B.16 EE.2.C.9 I.1.B.3	Produce programming (exhibitions, performances, speaker series) on AI-based arts practices, relevant to all TCVPA artistic disciplines.	Produce programming (exhibitions, performances, speaker series) on AI-based arts practices, relevant to all TCVPA artistic disciplines.	RO	SoA	Creativity	All stakeholders
I.3.C.5	EE.1.C.3 EE.2.A.5 OE.1.A.6	Develop more internship- or residency-based learning .	Additional info: Regular offering of Ogallala Commons internship during long semesters (the program is presently only offered in summer), yielding higher and more frequent student participation. Establish Carol as an Engaged Research Coordinator to oversee and build out regular, recurring internship and residency programs both locally and regionally.	RO	SoA	Curiosity	Student
I.3.C.6	EE.2.C.13 I.2.C.6 OE.1.A.9 OE.4.A.13	Enhance production season marketing.	Improve marketing strategy to increase awareness of production season, leveraging alumni testimonials and accreditation outcomes in messaging. KPI: Attendance up 10%, at least 80% of students engaged in production attendance.	RO	SoTD	Sense of Community	Alumni
I.3.C.7	EE.2.A.9 EE.2.B.21 I.1.B.5	Integrate accreditation into season planning and Marfa Intensive.	Emphasize production season planning through NASI/NASD accreditation lens and integrate Marfa Intensive as a signature experiential learning component. Link each production to curriculum learning outcomes. KPI: 100% of productions mapped to curriculum, Marfa Intensive participation up 15% YOY.	RO	SoTD	Curiosity	Administration
I.3.C.8	EE.2.A.10 EE.2.B.23	Strengthen season planning with accreditation lens.	Formalize production season planning with accreditation standards at the center. KPI: 100% of season decisions reviewed by Curriculum Committee; annual accreditation compliance audit completed.	RO	SoTD	Principled Conduct	Administration
I.3.C.9	EE.3.A.9	Expand doctoral fellowships and design/tech enrollment.	Encourage faculty mentors to secure more fellowships and boost enrollment. KPI: At least 3 new fellowships and 10% enrollment growth YOY.	RO	SoTD	Creativity	Faculty
1.3.C.10	I.1.A.6 I.1.C.9	Finalize School Strategic Plan & strengthen onboarding.	Create and finalize the School Strategic Plan by April 2026, integrating measurable metrics in all areas. Establish improved onboarding for new hires. KPI: Plan published by May 1; 100% of new hires complete onboarding within 30 days of start.	New	SoTD	Creativity	Staff

PLANNING PILLAR:	EDUCATIONAL EXCELLENCE
PRIORITY:	Advance, support, and sustain a dynamic learning environment that connects degree programs to a network of outreach, engagement, and innovation opportunities.
FOCAL VALUES:	<i>All Shared Core Values</i>
KEY THEMES:	Enrollment, Retention/Graduation, Improvement of Teaching, Accreditation, Curriculum, Wellness Initiatives/ Campus Climate, Career Placement, Interdisciplinary Programs/Training

REFERENCES:	Associate Dean of Academic Affairs, Curriculum and Students, Academic Success, Student Success									
Goal 1	Enhance Arts-Based Teaching, Learning, and Student Success									
	EE.1.A	Support teaching across all schools, considering the diverse range of class sizes, experiences and programs.								
		EE.1.A.1	EE.2.C.1 OE.1.B.1	Curricularly support the four units in strengthening existing and building new programs: oversee committee functions (action); facilitate units to connect with other colleges for interdisciplinary programs.	Design Village, Entrepreneurism, completion of partnership engagements	New	ADS	Sense of Community	Community	
		EE.1.A.2	EE.3.B.1	Curricularly support the four units in strengthening existing and building new programs: oversee committee functions (action).	TTU will be changing the timelines: deadlines yet unknown.	New	ADS	Care	Student	
		EE.1.A.3	I.1.A.1 OE.2.C.1	Curricularly support the four units in strengthening existing and building new programs: oversee committee functions (action); re-organize the TCVPA Committee on Academic Programs, and related information (action).	Build out the Teams site, make full use of the structure moving forward for the current year. Spend the year cataloging and archiving past years.	New	ADS	Care	Student	
		EE.1.A.5		Sustain on-campus arts through targeted development.	Focus development on resources that directly enhance teaching/learning (equipment, tech, guest artists, travel, ensemble support). KPI: Dollars raised toward campus arts sustainment; # equipment/tech upgrades; # guest artist residencies; # faculty/student travel awards. Benchmarks FY26: Align with Priority #3 target; quarterly progress reviews with unit leads. Timeline: Q1 set gift tables; Q2-Q4 close gifts; annual report June 2026	RO	DEV	Care	Faculty	
		EE.1.A.6		Enhance Arts-Based Teaching, Learning, and Student Success - Improve advertising of IVPA courses	Maintain or expand current initiatives; measure engagement and implementation outcomes	RO	DIAS	Sense of Community	Student	
		EE.1.A.7	I.2.B.3 I.3.B.1	Audit faculty salaries annually.	Continuously audit faculty salaries to identify potential savings and reallocate funds to increase faculty positions. KPI: Complete audits by May annually; reallocate ≥2% of salary savings to hire or retain faculty each year.	New	FIN	Care	Faculty	
		EE.1.A.8	I.2.B.4	Maximize faculty on FOPs 11A004.	Allocate as many faculty members as possible to 11A004 funding lines to optimize FTE totals for reporting and budgeting. KPI: ≥95% of eligible faculty allocated; review bi-annually.	New	FIN	Care	Administration	
		EE.1.A.9	I.2.B.10	Address underutilized scholarship funds.	Standardize and simplify the scholarship process across units to ensure funds are fully awarded. KPI: ≥95% of available scholarship dollars awarded annually.	New	FIN	Principled Conduct	Student	
		EE.1.A.10		Support faculty in planning and leading field trips that serve student professional growth and offer hands-on learning experiences.	Support faculty in planning and leading field trips that serve studentsâ€™ professional growth and offer hands-on learning experiences.	RO	SoA	Care	Faculty	
		EE.1.A.11		Balance teaching workloads.	Add support for large classes. KPI: Load/enrollment analysis.	New	SoM	Care	Faculty	
		EE.1.A.12	I.2.B.13 I.3.B.4	Evaluate TA/RA/GPTI distribution.	Evaluate TA/RA/GPTI distribution to maximize use. Annual data review and optimize allocation between graduate and undergraduate needs; align with teaching load and recruitment goals. KPI: Reduce unfilled positions by 20%, complete allocation decisions by July 1 annually.	RO	SoTD	Principled Conduct	Faculty	
	EE.1.B	Improve feedback mechanisms, assessment, and research.								
		EE.1.B.1	EE.2.B.5 I.1.C.3	Refine internal scholarship tracking & communication.	Update internal scholarship tracking procedures aligned with Scholarship Universe; improve clarity across all units. KPI: 90% reduction in tracking discrepancies. Timeline: Updates Fall 2025, evaluations Spring 2026.	RO	AOA	Principled Conduct	Student	
		EE.1.B.2	EE.2.B.9	Update scholarship criteria each semester.	Ensure scholarship criteria reflect new or adjusted funds; communicate clearly to students and faculty. KPI: Criteria updated 2x/year; 90% student/faculty awareness.	RO	AOA	Curiosity	Student	
		EE.1.B.3	EE.2.B.6 I.1.C.1	Transition fully to Scholarship Universe.	Complete system implementation with testing and training. KPI: Full launch Spring 2026; all users trained by Feb 2026.	RO	AOA	Care	Student	
		EE.1.B.4	EE.3.C.4	Improve award processing and triage.	Coordinate faculty, staff, and students to reduce award delays. KPI: 90% of issues resolved in 48 hours; reviews each semester.	RO	AOA	Creativity	Staff	
		EE.1.B.5		Make better use of graduate student exit interview feedback.	Make better use of graduate student exit interview feedback.	RO	SoA	Curiosity	Student	
		EE.1.B.6		Enhance institutional transparency through regular dissemination of planning and performance data.	Share ongoing data with stakeholders. KPI: Report frequency/impact.	New	SoM	Sense of Community	Community	
		EE.1.B.7		Add additional information about student success to Current Student webpage; create how-to videos.	Page update and video creation.	New	SS	Creativity	Student	
	EE.1.C	Strengthen engaged teaching partnerships, service-learning, teacher training, and pre-college preparation.								
		EE.1.C.1		Prioritize scholarships for diverse student populations.	Direct development to scholarship funds that expand access for underrepresented/diverse students. KPI: Scholarship dollars designated; # scholarships awarded; % awards to targeted populations; yield/retention of recipients. Benchmarks FY26: Contribute to Priority #1 annual target; mid-year diversity allocation check. Timeline: Campaign waves each term; year-end reconciliation June 2026.	RO	DEV	Creativity	Students/Units, Ensembles	
		EE.1.C.2	EE.3.B.5 I.2.B.7	Address Cultural Activities Fee account deficits.	Re-evaluate Cultural Activities Fee accounts to restore positive balances after two deficit years. KPI: Eliminate deficit by FY27; monthly monitoring reports.	New	FIN	Care		
		EE.1.C.3	EE.2.A.5 I.3.C.5 OE.1.A.6	Develop more internship- or residency-based learning .	Additional Info: Regular offering of Ogallala Commons internship during long semesters (the program is presently only offered in summer), yielding higher and more frequent student participation. Establish Carol as an Engaged Research Coordinator to oversee and build out regular, recurring internship and residency programs both locally and regionally.	RO	SoA	Curiosity		
		EE.1.C.4	OE.2.B.16 OE.3.C.16	Support community partnerships.	Continue teaching partnerships. KPI: Enrollment + participation.	New	SoM	Sense of Community		
		EE.1.C.5	OE.3.C.17	Continue support of the Guadalupe Parkway programs as a model of sustained service-learning and outreach.	Maintain existing service program. KPI: Enrollment.	New	SoM	Curiosity		
	EE.1.D	Strengthen student-advisor interaction and guided pathways to graduation.								
		EE.1.D.1	EE.3.C.7 EE.3.D.8	Increase year-to-year retention.	End/start/term student reviews; success plans; track SBS balances; ensure graduation timelines.	RO	EMR	Care	Student	
		EE.1.D.2		Continue advising events each term.	Advising Days and orientation support. KPI: ≥2 advising events/year; ≥90% student participation.	RO	EMR	Care	Student	
		EE.1.D.3		Provide training at monthly advisor meetings.	Invite speakers and offer professional development. KPI: 100% advisor participation; ≥2 guest sessions/year.	RO	EMR	Principled Conduct	Student	
		EE.1.D.4	EE.3.D.9 OE.2.C.3	Host fall & spring graduation events and events that support alumni relations.	Include resources, alumni relations, career center, etc. KPI: 90% graduate attendance; event costs ≤ budget.	RO	EMR	Care	Alumni	
		EE.1.D.5		Redesign advising services by assessing student needs and implementing scalable access strategies.	Design service suite and feasibility review. KPI: Study results.	New	SoM	Creativity	Student	
Goal 2	Embrace Interdisciplinarity, Innovation, and Outreach and Engagement in Curriculum									

EE.2.A		Enable flexible and culturally responsive curricular design and planning.							
	EE.2.A.1	EE.3.C.1	Improve the academic experience of students by supporting schools in facilities projects, renovations and projection of new facilities.	Working with School Directors, assess the current and future needs and possible facilities projects	New	ADS	Creativity		
	EE.2.A.2	EE.2.C.2	Embrace Interdisciplinarity - Continue developing STEM partnerships	Maintain or expand current initiatives; measure engagement and implementation outcomes	RO	DIAS	Sense of Community		
	EE.2.A.3		Survey and align curriculum with CEL designation.	Survey courses across college; identify opportunities for CEL designation by Jan. 2026. KPI: report submitted to Dean in Feb. 2026.	NEW	ECP	Creativity		
	EE.2.A.4	EE.2.B.13 I.2.B.8	Reduce SoA SIF forecast.	Partner with SoA to reforecast Student Incidental Fees (SIFs) to match actuals and avoid deficits. KPI: Achieve ≤5% variance between forecast and actuals.	New	FIN	Sense of Community		
	EE.2.A.5	EE.1.C.3 I.3.C.5 OE.1.A.6	Develop more internship- or residency-based learning .	Additional Info: Regular offering of Ogallala Commons internship during long semesters (the program is presently only offered in summer), yielding higher and more frequent student participation. Establish Carol as an Engaged Research Coordinator to oversee and build out regular, recurring internship and residency programs both locally and regionally.	RO	SoA	Curiosity		
	EE.2.A.6	EE.2.B.15 I.2.A.7	Augment online course offerings and consider alternate course structures to make our programs accessible to working and non-traditional students.	Additional Info: Research distance learning and low-residency degree programs at peer institutions and aspirational peer institutions. Survey student body and faculty to assess demand, interest, and logistical and pedagogical concerns.	RO	SoA	Curiosity		
	EE.2.A.7	OE.1.C.3	Hsi-responsive curriculum.	Launch Mariachi/music programs. KPI: Enrollment and course growth.	New	SoM	Principled Conduct		
	EE.2.A.8	OE.1.C.4	Align with r1/hsi.	Monitor enrollment in responsive programs. KPI: Alignment reports.	RO	SoM	Sense of Community		
	EE.2.A.9	EE.2.B.21 I.1.B.5 I.3.C.7	Integrate accreditation into season planning and Marfa Intensive.	Emphasize production season planning through NAST/NASD accreditation lens and integrate Marfa Intensive as a signature experiential learning component. Link each production to curriculum learning outcomes. KPI: 100% of productions mapped to curriculum, Marfa Intensive participation up 15% YOY.	RO	SoTD	Curiosity		
	EE.2.A.10	EE.2.B.23 I.3.C.8	Strengthen season planning with accreditation lens.	Formalize production season planning with accreditation standards at the center. KPI: 100% of season decisions reviewed by Curriculum Committee; annual accreditation compliance audit completed.	RO	SoTD	Principled Conduct		
	EE.2.A.11	EE.2.B.19	Update and adapt curriculum.	Continue to adapt curriculum based on NAST/NASD advising, maximize instructional SCH, and build innovative offerings reflecting industry trends. KPI: Implement minimum of 3 curriculum revisions annually; SCH targets met at 98% of projection.	RO	SoTD	Curiosity		
	EE.2.A.13	EE.2.B.20 I.1.A.7 OE.1.C.5	Develop and expand undergraduate education programs.	Replace the prior hire-focused approach with a programmatic development initiative to strengthen undergraduate Performance Education, Theatre, and Dance Education programs. Review curricula for alignment with national standards (e.g., NASD/NAST) and regional workforce needs. Develop new pipelines to teaching certification and community engagement. KPI: Develop and approve 2 new courses by Spring 2027; grow enrollment by 15% in 2 years; establish 3 community-school partnerships annually.	New	SoTD	Principled Conduct		
	EE.2.A.14	OE.1.C.6 OE.2.B.19	Establish and expand articulation agreements.	Develop and formalize articulation agreements with regional community colleges and partner institutions to ensure seamless transfer pathways into Theatre, Dance, and Performance Education undergraduate programs. Align degree plans to reduce transfer credit loss and support timely graduation. KPI: Establish 3 new articulation agreements by Fall 2027; increase transfer student enrollment by 20% in 3 years; evaluate retention and completion rates annually.	New	SoTD	Care		
EE.2.B		Adapt to the changing academic and professional landscapes by supporting curricular development and interdisciplinary offerings.							
	EE.2.B.1		Enhance International Curricular & Co-Curricular Activities through assessment of current engagement levels.	Assess the level of co-curricular activities with an international component that are occurring in the college and support its growth	New	ADS	Sense of Community	Community	
	EE.2.B.2		Enhance International Curricular & Co-Curricular Activities through hassessment of study abroad opportunities.	Assess the level of study abroad existing in the college and create pathways to support and incentivize growth	New	ADS	Principled Conduct	Student	
	EE.2.B.3	I.2.A.1	Promote award opportunities through campaigns.	Share opportunities via EMMA, web, social, and faculty engagement. KPI: +25% award applications; campaigns per award cycle.	RO	AOA	Sense of Community	Community	
	EE.2.B.4	I.2.A.3 I.2.B.1	Maintain centralized dossier templates & support.	Assist departments to reduce dossier workload; update annually. KPI: 100% template adoption; reviewed each August.	RO	AOA	Care	Faculty	
	EE.2.B.5	EE.1.B.1 I.1.C.3	Refine internal scholarship tracking & communication.	Update internal scholarship tracking procedures aligned with Scholarship Universe; improve clarity across all units. KPI: 90% reduction in tracking discrepancies; Timeline: Updates Fall 2025, evaluations Spring 2026.	RO	AOA	Principled Conduct	Student	
	EE.2.B.6	EE.1.B.3 I.1.C.1	Transition fully to Scholarship Universe.	Complete system implementation with testing and training. KPI: Full launch Spring 2026; all users trained by Feb 2026.	RO	AOA	Care	Student	
	EE.2.B.7	EE.3.C.2 EE.3.D.1	Promote awareness of scholarship/research funding.	Launch EMMA campaigns and newsletters with deadlines/reminders. KPI: +30% increase in application submissions; EMMA templates ready by Sept 2025.	RO	AOA	Curiosity	Faculty	
	EE.2.B.8	OE.4.C.4	Integrate alumni data with Development & EMMA.	Improve segmentation and personalized outreach. KPI: full integration by Spring 2026.	RO	AOA	Sense of Community	Alumni	
	EE.2.B.9	EE.1.B.2	Update scholarship criteria each semester.	Ensure scholarship criteria reflect new or adjusted funds; communicate clearly to students and faculty. KPI: Criteria updated 2x/year; 90% student/faculty awareness.	RO	AOA	Curiosity	Student	
	EE.2.B.10	OE.2.A.2	Advance T&P policy revision through shared governance.	Facilitate next phase of TCVPA T&P policy revision with Policy Review Committee and ECP subcommittee. KPI: revised policies and supplemental resources finalized by May 2026. Benchmarks: Faculty feedback, reduction in access barriers.	New	ASO	Principled Conduct	Administration	
	EE.2.B.11		Recommend curriculum development for student/faculty engagement.	Make curriculum development recommendations linking student engagement and research. KPI: curriculum updates in annual review process by May 2026.	NEW	ECP	Sense of Community	Staff	
	EE.2.B.12	I.2.B.5 OE.2.C.5	Streamline 2-3 high-friction processes annually.	Identify and fix 2-3 of the most challenging financial processes, such as scholarships, purchasing, and travel. KPI: Complete one process optimization per quarter; reduce processing time by 20%.	New	FIN	Principled Conduct	Staff	
	EE.2.B.13	EE.2.A.4 I.2.B.8	Reduce SoA SIF forecast.	Partner with SoA to reforecast Student Incidental Fees (SIFs) to match actuals and avoid deficits. KPI: Achieve ≤5% variance between forecast and actuals.	New	FIN	Sense of Community	Student	
	EE.2.B.14	I.2.B.9 OE.1.C.1	Audit 16A422 first-year recruitment scholarships.	Audit and restructure first-year recruitment scholarship account to align with enrollment goals and budget sustainability. KPI: All available funds awarded; balance monitored quarterly.	New	FIN	Care	Prospective Students	
	EE.2.B.15	EE.2.A.6 I.2.A.7	Augment online course offerings and consider alternate course structures to make our programs accessible to working and non-traditional students.	Additional Info: Research distance learning and low-residency degree programs at peer institutions and aspirational peer institutions. Survey student body and faculty to assess demand, interest, and logistical and pedagogical concerns.	RO	SoA	Curiosity	Student	
	EE.2.B.16	EE.2.C.9 I.1.B.3 I.3.C.4	Produce programming (exhibitions, performances, speaker series) on AI-based arts practices, relevant to all TCVPA artistic disciplines.	Produce programming (exhibitions, performances, speaker series) on AI-based arts practices, relevant to all TCVPA artistic disciplines.	RO	SoA	Creativity	All stakeholders	
	EE.2.B.17	EE.2.C.10 I.1.A.3 I.3.A.15	Promote and grow the newly established Digital Narrative Arts (DNA) program, which consolidates Photography and Transmedia.	Promote and grow the newly established Digital Narrative Arts (DNA) program, which consolidates Photography and Transmedia.	RO	SoA	Sense of Community	Institution	
	EE.2.B.18		Coordinate curriculum updates across programs to align with strategic priorities and future workforce demands.	Strategic planning for updates. KPI: Submitted revision plans.	New	SoM	Principled Conduct	Administration	
	EE.2.B.19	EE.2.A.11	Update and adapt curriculum.	Continue to adapt curriculum based on NAST/NASD advising, maximize instructional SCH, and build innovative offerings reflecting industry trends. KPI: Implement minimum of 3 curriculum revisions annually; SCH targets met at 98% of projection.	RO	SoTD	Curiosity	Student	

	EE.2.B.20	EE.2.A.13 I.1.A.7 OE.1.C.5	Develop and expand undergraduate education programs.	Replace the prior hire-focused approach with a programmatic development initiative to strengthen undergraduate Performance Education, Theatre, and Dance Education programs. Review curricula for alignment with national standards (e.g., NASD/NAST) and regional workforce needs. Develop new pipelines to teaching certification and community engagement. KPI: Develop and approve 2 new courses by Spring 2027; grow enrollment by 15% in 2 years; establish 3 community-school partnerships annually.	New	SoTD	Principled Conduct	Community
	EE.2.B.21	EE.2.A.9 I.1.B.5 I.3.C.7	Integrate accreditation into season planning and Marfa Intensive.	Emphasize production season planning through NASI/NASD accreditation lens and integrate Marfa Intensive as a signature experiential learning component. Link each production to curriculum learning outcomes. KPI: 100% of productions mapped to curriculum, Marfa Intensive participation up 15% YOY.	RO	SoTD	Curiosity	Administration
	EE.2.B.23	EE.2.A.10 I.3.C.8	Strengthen season planning with accreditation lens.	Formalize production season planning with accreditation standards at the center. KPI: 100% of season decisions reviewed by Curriculum Committee; annual accreditation compliance audit completed.	RO	SoTD	Principled Conduct	Administration
EE.2.C	Define and amplify the value of the arts within the STEAM environment and interdisciplinary collaborations.							
	EE.2.C.1	EE.1.A.1 OE.1.B.1	Curricularly support the four units in strengthening existing and building new programs: oversee committee functions (action): facilitate units to connect with other colleges for interdisciplinary programs.	Design Village, Entrepreneurism, completion of partnership engagements	New	ADS	Sense of Community	Community
	EE.2.C.2	EE.2.A.2	Embrace Interdisciplinarity - Continue developing STEM partnerships	Maintain or expand current initiatives; measure engagement and implementation outcomes	RO	DIAS	Sense of Community	Community
	EE.2.C.3	I.2.B.11	Align TUF proposals with TTU/TCVPA priorities.	Align unit/college research with institutional priorities and TUF themes; continue iterative re-submissions as needed.	RO	GAR	Curiosity	Faculty
	EE.2.C.4	OE.2.A.4 OE.3.C.13	Increase Awareness for the College Through Social, Web, & Advertising, Using Graphics, Stories, Videos & Photos: Strengthen Email and Enrollment Marketing.	Create emails using Emma as needed for college wide, alumni, donor and community messages. Help review and/or craft automated messages sent from recruiting through the TTU enrollment system. Create landing pages on our website as needed for online marketing using Emma. Assist Gwen as needed for messages from development, and Kristi for alumni communications. Use Emma to send out TTU Arts Newsletter emails.	New	MC	Sense of Community	Institution
	EE.2.C.5	OE.3.C.7	Increase Brand Awareness for the College Through Print Materials: Viewbooks.	Viewbooks are being updated to Fall 2025, will review for any needed updates and reprints in Spring 2026. If needed, create viewbooks and/or recruiting materials for each of the schools/department. Ensure compliance with new enrollment marketing standards.	New	MC	Principled Conduct	Institution
	EE.2.C.6	OE.1.A.5 OE.3.C.8	Increase Brand Awareness for the College Through Print Materials: Posters, Signage, Swag & Other Materials.	Check for needed updates to recruiting posters given to high schools and prospective students. Create banners and promotional signage as requested/needed for Student Success. As needed, update or create new flyers, announcements, and invitations for programs, majors, events, etc. Work with departments and vendors when swag items are requested to ensure we are getting the best deal and following the TTU style.	New	MC	Principled Conduct	Prospective Students
	EE.2.C.7	I.2.C.5 OE.2.A.5	Make the SoA/TCVPA a gathering place for faculty from throughout campus, a venue for the exchange of ideas, and a site at which new research partnerships are founded.	Make the SoA/TCVPA a gathering place for faculty from throughout campus, a venue for the exchange of ideas, and a site at which new research partnerships are founded.	RO	SoA	Curiosity	Faculty
	EE.2.C.8	I.2.C.4 OE.4.A.11	Increase visibility of faculty and student research online.	Increase visibility of faculty and student research online.	RO	SoA	Curiosity	Faculty
	EE.2.C.9	EE.2.B.16 I.1.B.3 I.3.C.4	Produce programming (exhibitions, performances, speaker series) on AI-based arts practices, relevant to all TCVPA artistic disciplines.	Produce programming (exhibitions, performances, speaker series) on AI-based arts practices, relevant to all TCVPA artistic disciplines.	RO	SoA	Creativity	All stakeholders
	EE.2.C.10	EE.2.B.17 I.1.A.3 I.3.A.15	Promote and grow the newly established Digital Narrative Arts (DNA) program, which consolidates Photography and Transmedia.	Promote and grow the newly established Digital Narrative Arts (DNA) program, which consolidates Photography and Transmedia.	RO	SoA	Sense of Community	Institution
	EE.2.C.11		Develop/reprise new topics-based, team-taught courses with faculty both within and outside unit.	Develop/reprise new topics-based, team-taught courses with faculty both within and outside unit.	RO	SoA	Sense of Community	Faculty
	EE.2.C.12		Embed arts-based courses within STEM curricula to cultivate interdisciplinary creative thinking.	Music for non-majors to foster creative thinking. KPI: STEM enrollment.	New	SoM	Creativity	Student
	EE.2.C.13	I.2.C.6 I.3.C.6 OE.1.A.9 OE.4.A.13	Enhance production season marketing.	Improve marketing strategy to increase awareness of production season, leveraging alumni testimonials and accreditation outcomes in messaging. KPI: Attendance up 10%, at least 80% of students engaged in production attendance.	RO	SoTD	Sense of Community	Alumni
Goal 3	Enhance recruitment, talent assessment, and predictors for success							
	EE.3.A	Strategize recruitment initiatives that advance excellence and growth.						
	EE.3.A.1		Enhance graduate student recruitment & awards cycle.	Strengthen recruitment strategies, partnerships (e.g., Red Raider Relief), and graduate student award processes. KPI: improved recruitment and retention metrics.	New	ASO	Sense of Community	Prospective Students
	EE.3.A.2		Use scholarships strategically to improve recruitment.	Position scholarships to drive applicant quality/volume and enrollment goals across Schools. KPI: Applicant/accept/attend conversion impacted by awards; # recruitment scholarships; average award size; time-to-offer. Benchmarks FY26: +10% increase in scholarship-aided enrollments in target areas; cycle time ≤ 30 days from offer to acceptance. Timeline: Offers aligned to audition/portfolio cycles; quarterly check-ins.	RO	DEV	Creativity	Prospective Students
	EE.3.A.3		Develop recruitment strategies for programs needing additional enrollment	Maintain or expand current initiatives; measure engagement and implementation outcomes	RO	DIAS	Sense of Community	Prospective Students
	EE.3.A.4	EE.3.C.6	Increase awareness of all programs with attention to underenrolled programs.	Visit ~75 TACRAO fairs; targeted high-yield schools; expand underenrolled program outreach.	RO	EMR	Sense of Community	Prospective Students
	EE.3.A.5	EE.3.B.3	Increase conversion rate of prospective students.	Implement robust follow-up, early application outreach, event-based faculty connections.	RO	EMR	Sense of Community	Prospective Students
	EE.3.A.6	I.2.B.6 OE.3.B.3	Analyze SoM Band & Choir camp finances.	Audit and optimize revenue and expense structures for Band & Choir camps. KPI: Increase net camp revenue by 10% by next fiscal year.	New	FIN	Principled Conduct	Institution
	EE.3.A.7		Fortify relationships for the purpose of recruitment throughout Texas, New Mexico, and Oklahoma.	Fortify relationships with junior colleges (for undergraduate recruitment) and institutions that offer only undergraduate degrees (for graduate recruitment) throughout Texas, New Mexico, and Oklahoma.	RO	SoA	Sense of Community	Prospective Students
	EE.3.A.8		Strategic recruiting.	Event-based and data-driven recruitment. KPI: Application yield data.	New	SoM	Principled Conduct	Prospective Students
	EE.3.A.9	I.3.C.9	Expand doctoral fellowships and design/tech enrollment.	Encourage faculty mentors to secure more fellowships and boost enrollment. KPI: At least 3 new fellowships and 10% enrollment growth YOY.	RO	SoTD	Creativity	Faculty
EE.3.B	Establish, increase and strengthen curricular exchange and articulation agreements.							
	EE.3.B.1	EE.1.A.2	Curricularly support the four units in strengthening existing and building new programs: oversee committee functions (action).	TTU will be changing the timelines: deadlines yet unknown.	New	ADS	Care	Student
	EE.3.B.2		Enhance recruitment - Strengthen curricular exchange and articulation agreements	Maintain or expand current initiatives; measure engagement and implementation outcomes	RO	DIAS	Sense of Community	Prospective Students

EE.3.B.3	EE.3.A.5	Increase conversion rate of prospective students.	Implement robust follow-up, early application outreach, event-based faculty connections.	RO	EMR	Sense of Community	Prospective Students
EE.3.B.4		Cross-train TCVPA Advisor across units.	Build knowledge of all program areas. KPI: Completion of cross-training in all units by May 2026.	RO	EMR	Care	Student
EE.3.B.5	EE.1.C.2 I.2.B.7	Address Cultural Activities Fee account deficits.	Re-evaluate Cultural Activities Fee accounts to restore positive balances after two deficit years. KPI: Eliminate deficit by FY27; monthly monitoring reports.	New	FIN	Care	Administration
EE.3.B.6	OE.2.B.5	Build partnerships/alliances to deepen outreach impact.	Develop partnerships and alliances (internal & external) to expand the community network supporting engaged scholarship and visibility.	RO	GAR	Sense of Community	Community
EE.3.B.7	I.3.C.3 OE.2.B.6	Network to broaden collaborations.	Continue structured networking (OIA, HUB, a2ru, Rawls, PLI, etc.) to seed proposals and engaged projects.	RO	GAR	Sense of Community	Community
EE.3.B.8		Establish or renew articulation agreements with 2-year colleges to improve transfer pathways.	Target partnerships with 2-year colleges. KPI: Agreement status.	New	SoM	Sense of Community	Community
EE.3.B.9	EE.3.C.12	Grow attendance at community building events (Welcome Bash, new student and transfer game night, etc.).	Consistent marketing; faculty promotion; class visits.	New	SS	Sense of Community	Prospective Students
EE.3.B.10	EE.3.C.13	Build better connection with new and returning students. Host 'Crash Course to Success' and 'Create' events; connect <2.0 GPA students with support offices.	Support office engagement required in success plans.	New	SS	Sense of Community	Student
EE.3.B.11	EE.3.C.15 EE.3.C.19	Create a current student survey to gauge connectedness; use results to inform interventions.	Data-informed events and interventions.	New	SS	Care	Student

EE.3.C	Align success indicators with diverse student backgrounds and training.
--------	---

EE.3.C.1	EE.2.A.1	Improve the academic experience of students by supporting schools in facilities projects, renovations and projection of new facilities.	Working with School Directors, assess the current and future needs and possible facilities projects	New	ADS	Creativity	Student
EE.3.C.2	EE.2.B.7 EE.3.D.1	Promote awareness of scholarship/research funding.	Launch EMMA campaigns and newsletters with deadlines/reminders. KPI: +30% increase in application submissions; EMMA templates ready by Sept 2025.	RO	AOA	Curiosity	Faculty
EE.3.C.3	EE.3.D.3	Promote career development with alumni.	Share jobs, advice, and resources across channels. KPI: 2 posts/month; post-grad survey follow-up.	RO	AOA	Sense of Community	Alumni
EE.3.C.4	EE.1.B.4	Improve award processing and triage.	Coordinate faculty, staff, and students to reduce award delays. KPI: 90% of issues resolved in 48 hours; reviews each semester.	RO	AOA	Creativity	Staff
EE.3.C.5		Tie scholarship support to student success indicators.	Align awards with persistence, progression, and completion metrics. KPI: 1st-to-2nd year persistence, credit completion ratio, on-track milestones for award recipients; GPA and recital/juried benchmarks where applicable. Benchmarks FY26: +5% persistence for recipients vs. non-recipients; annual dashboard by June 2026. Timeline: Baseline in Fall 2025; mid-year review Feb 2026; final June 2026.	RO	DEV	Care	Student
EE.3.C.6	EE.3.A.4	Increase awareness of all programs with attention to underenrolled programs.	Visit ~75 TACRAO fairs; targeted high-yield schools; expand underenrolled program outreach.	RO	EMR	Sense of Community	Prospective Students
EE.3.C.7	EE.1.D.1 EE.3.D.8	Increase year-to-year retention.	End/start/term student reviews; success plans; track SBS balances; ensure graduation timelines.	RO	EMR	Care	Student
EE.3.C.8		Augment interventional strategies through improvement in communication to recruits in under-enrolled programs, as a measure to ensure capture and successful first year integration.	Augment interventional strategies through improvement in communication to recruits in under-enrolled programs, as a measure to ensure capture and successful first year integration.	RO	SoA	Creativity	Prospective Students
EE.3.C.9	EE.3.D.10	Share alumni stories with current student body.	Share alumni stories with current student body. Access to information about alumni careers will enable current students to envision their own professional path, ask questions, and begin developing a professional network for themselves.	RO	SoA	Sense of Community	Alumni
EE.3.C.10	EE.3.D.11	Build a centralized alumni database, with regular updates for alums from all four major areas of study (Art Ed, Art History, Studio, Graphic Design).	Build a centralized alumni database, with regular updates for alums from all four major areas of study (Art Ed, Art History, Studio, Graphic Design).	RO	SoA	Creativity	Alumni
EE.3.C.11		Refine and align success metrics to better reflect the diverse experiences and trajectories of TCVPA students.	Match to student backgrounds/paths. KPI: Indicator alignment.	New	SoM	Curiosity	Student
EE.3.C.12	EE.3.B.9	Grow attendance at community building events (Welcome Bash, new student and transfer game night, etc.).	Consistent marketing; faculty promotion; class visits.	New	SS	Sense of Community	Prospective Students
EE.3.C.13	EE.3.B.10	Build better connection with new and returning students. Host 'Crash Course to Success' and 'Create' events; connect <2.0 GPA students with support offices.	Support office engagement required in success plans.	New	SS	Sense of Community	Student
EE.3.C.14		Provide outreach to first-year and transfer students in first semester. Check-ins, attendance tracking via On Track Champions.	Decrease absences; connect students with resources.	New	SS	Sense of Community	Community
EE.3.C.15	EE.3.B.11 EE.3.C.19	Create a current student survey to gauge connectedness; use results to inform interventions.	Data-informed events and interventions.	New	SS	Care	Student
EE.3.C.16		Continual contact with students not in good standing; grade monitoring.	Ongoing support and monitoring.	RO	SS	Care	Student
EE.3.C.17		Assess end-of-term grades; build/edit success plans for non-good standing students.	Updated success plans.	RO	SS	Curiosity	Student
EE.3.C.18		Better communication with returning students; notify advisors for expedited registration.	Efficient enrollment process.	RO	SS	Creativity	Staff
EE.3.C.19	EE.3.B.11 EE.3.C.15	Create a current student survey to gauge connectedness; use results to inform interventions.	Data-informed events and interventions.	New	SS	Care	Student
EE.3.C.20	I.3.C.1 OE.4.A.1	Enhance a continuous improvement culture through accreditation processes and appropriate actions leading to reaccreditation within disciplines.	Assess the current accreditations steps on each school and identify the appropriate actions and support for successful re-accreditation	New	ADS	Care	Administration
EE.3.C.21		Ensure appropriate application of SACSCOC academic standards and institutional assessment within the insititutional accreditation.	Ensure appropriate application of SACSCOC academic standards and institutional assessment	New	ADS	Principled Conduct	Administration

EE.3.D	Track alumni paths to promote success and opportunities afforded by arts-based studies.
--------	---

EE.3.D.1	EE.2.B.7 EE.3.C.2	Promote awareness of scholarship/research funding.	Launch EMMA campaigns and newsletters with deadlines/reminders. KPI: +30% increase in application submissions; EMMA templates ready by Sept 2025.	RO	AOA	Curiosity	Faculty
----------	------------------------	--	---	----	-----	-----------	---------

		EE.3.D.2	OE.3.A.1	Build distinct alumni identity.	Branding, storytelling, and consistent alumni content. KPI: 20 alumni recognized/year; 30% increase in alumni engagement.	RO	AOA	Sense of Community	Alumni
		EE.3.D.3	EE.3.C.3	Promote career development with alumni.	Share jobs, advice, and resources across channels. KPI: 2 posts/month; post-grad survey follow-up.	RO	AOA	Sense of Community	Alumni
		EE.3.D.4	OE.3.A.4	Launch TCVPA Alumni Career Panel.	Event links students with alumni; post-event content shared. KPI: ≥50 participants; follow-up survey.	New	AOA	Sense of Community	Alumni
		EE.3.D.5		Support student-to-alumni transition.	Graduation receptions with branded gifts. KPI: 100% graduates receive alumni gifts; 3 receptions/year.	RO	AOA	Care	Alumni
		EE.3.D.6		Continue work on FADP alumni list and alumni career stories outreach	Maintain or expand current initiatives; measure engagement and implementation outcomes	RO	DIAS	Sense of Community	Alumni
		EE.3.D.7		Decrease orientation and enrollment melt.	Add Houston signing ceremony; reduce DFW event costs; improve outreach to admits.	RO	EMR	Sense of Community	Community
		EE.3.D.8	EE.1.D.1 EE.3.C.7	Increase year-to-year retention.	End/start/term student reviews; success plans; track SBS balances; ensure graduation timelines.	RO	EMR	Care	Student
		EE.3.D.9	EE.1.D.4 OE.2.C.3	Host fall & spring graduation events and events that support alumni relations.	Include resources, alumni relations, career center, etc. KPI: 90% graduate attendance; event costs ≤ budget.	RO	EMR	Care	Alumni
		EE.3.D.10	EE.3.C.9	Share alumni stories with current student body.	Share alumni stories with current student body. Access to information about alumni careers will enable current students to envision their own professional path, ask questions, and begin developing a professional network for themselves.	RO	SoA	Sense of Community	Alumni
		EE.3.D.11	EE.3.C.10	Build a centralized alumni database, with regular updates for alums from all four major areas of study (Art Ed, Art History, Studio, Graphic Design).	Build a centralized alumni database, with regular updates for alums from all four major areas of study (Art Ed, Art History, Studio, Graphic Design).	RO	SoA	Creativity	Alumni
		EE.3.D.12		Implement systems to track alumni engagement via events, professional development, and outreach.	Track engagement through events. KPI: List growth.	New	SoM	Sense of Community	Alumni
PLANNING PILLAR:	OUTREACH AND ENGAGEMENT								
PRIORITY:	Commit to a process that defines, promotes, supports, and motivates Outreach and Engagement activities.								
FOCAL VALUES:	Sense of Community, Principled Conduct, Care								
KEY THEMES:	Applied Arts and Social Practice or Scholarship Embedded in Community, Maximizing Community Resources, National/Global Presence/Relationships, Meaningful Interaction in Communities, Amplifying Voices and Perspectives								
REFERENCES:	Associate Dean of Research/Creative Activity/ Faculty, Grants and External Funding, Development, Recruitment								
Goal 1	Implement an Arts-Based Framework for Outreach and Engagement								
	OE.1.A	Use documented examples of outreach and engagement to articulate value and demonstrate impact.							
		OE.1.A.1		Amplify visibility of O&E impact and culture through Engaged Colleges and all facets of TCVPA representation.	Build O&E website, launch Video Project, expand social media branding, and community engagement. KPI: annual report and web metrics by June 2026.	New	ASO	Sense of Community	Community
		OE.1.A.2		Expand ECP to 4 work groups with alignment to strategic plan.	Establish 4 ECP teams (faculty, staff, students) with intentional collaboration touchpoints. Track outputs tied to policy, visibility, resources. Monthly meetings; kickoff retreat Sept. 12. KPI: team outputs and goal alignment by Spring 2026.	NEW	ECP	Sense of Community	Administration
		OE.1.A.3		Assess faculty impact and protocols for engaged scholarship.	Develop assessment protocols and supports for engaged scholarship. KPI: completed metrics framework by May 2026.	NEW	ECP	Principled Conduct	Student
		OE.1.A.4	OE.2.B.11 OE.3.C.14	Increase Awareness for the College Through Social, Web, & Advertising. Using Graphics, Stories, Videos & Photos: Renew Radio contract between 105.7 FM and TCVPA, developing stronger content to express brand identity and broadcast college-wide activity and programming.	Schedule, record, edit and upload weekly talk show, The Art Beat. Request weekly uploads for TTU Arts Encore Concert Series. Determine Signature Events for extra coverage from 105.7, assisting with contacts and scheduling as needed. Promote shows on social platforms.	New	MC	Sense of Community	Institution
		OE.1.A.5	EE.2.C.6 OE.3.C.8	Increase Brand Awareness for the College Through Print Materials: Posters, Signage, Swag & Other Materials.	Check for needed updates to recruiting posters given to high schools and prospective students. Create banners and promotional signage as requested/needed for Student Success. As needed, update or create new flyers, announcements, and invitations for programs, majors, events, etc. Work with departments and vendors when swag items are requested to ensure we are getting the best deal and following the TTU style.	New	MC	Principled Conduct	Prospective Students
		OE.1.A.6	EE.1.C.3 EE.2.A.5 I.3.C.5	Develop more internship- or residency-based learning .	Additional Info: Regular offering of Ogallala Commons internship during long semesters (the program is presently only offered in summer), yielding higher and more frequent student participation. Establish Carol as an Engaged Research Coordinator to oversee and build out regular, recurring internship and residency programs both locally and regionally.	RO	SoA	Curiosity	Student
		OE.1.A.7	OE.1.B.3	Curate a portfolio of past SoA O&E activities, vetted by the TCVPA, available to all faculty and staff.	Additional Info: These activities serve as exemplars of outreach, engagement, and scholarship, etc., and are clearly described as such. Faculty and staff alike will better understand what sorts of endeavors embody each O&E institutional definition. Faculty will be better able to report and narrativize their activities through Digital Measures, making use of the institutional definitions.	RO	SoA	Sense of Community	Staff
		OE.1.A.8		Showcase the value of outreach initiatives through multimedia documentation and analytics.	Build web/media to show impact. KPI: AFRs, media coverage, attendance.	RO	SoM	Sense of Community	Community
		OE.1.A.9	EE.2.C.13 I.2.C.6 I.3.C.6 OE.4.A.13	Enhance production season marketing.	Improve marketing strategy to increase awareness of production season, leveraging alumni testimonials and accreditation outcomes in messaging. KPI: Attendance up 10%, at least 80% of students engaged in production attendance.	RO	SoTD	Sense of Community	Alumni
	OE.1.B	Provide mechanisms to incorporate recognition of outreach and engagement activities in performance evaluations.							
		OE.1.B.1	EE.1.A.1 EE.2.C.1	Curricularly support the four units in strengthening existing and building new programs: oversee committee functions (action): facilitate units to connect with other colleges for interdisciplinary programs.	Design Village, Entrepreneurism, completion of partnership engagements	New	ADS	Sense of Community	TCVPA Community
		OE.1.B.2		Revise T&P policies to include engagement and scholarship.	Draft language for T&P criteria and share with faculty for input by Feb 2026. Develop resources and intentional dialogues within schools. KPI: policy draft by April 2026.	NEW	ECP	Principled Conduct	
		OE.1.B.3	OE.1.A.7	Curate a portfolio of past SoA O&E activities, vetted by the TCVPA, available to all faculty and staff.	Additional Info: These activities serve as exemplars of outreach, engagement, and scholarship, etc., and are clearly described as such. Faculty and staff alike will better understand what sorts of endeavors embody each O&E institutional definition. Faculty will be better able to report and narrativize their activities through Digital Measures, making use of the institutional definitions.	RO	SoA	Sense of Community	
		OE.1.B.4		Recognize o&e in afrrs.	Continue formal reporting. KPI: # of documented activities.	RO	SoM	Curiosity	

OE.1.C		Create and maintain standards and culturally responsive approaches aligned with R-1 classification and HSI status.							
	OE.1.C.1	EE.2.B.14 I.2.B.9	Audit 16A422 first-year recruitment scholarships.	Audit and restructure first-year recruitment scholarship account to align with enrollment goals and budget sustainability. KPI: All available funds awarded; balance monitored quarterly.	New	FIN	Care	Prospective Students	
	OE.1.C.2	OE.3.A.7	Continue to devise O&E projects and produce programming (exhibitions, visiting artists and scholars) that are for, with, and/or about Hispanic/LatinX communities, histories, and cultures.	Continue to devise O&E projects and produce programming (exhibitions, visiting artists and scholars) that are for, with, and/or about Hispanic/LatinX communities, histories, and cultures.	RO	SoA	Sense of Community	Prospective Students	
	OE.1.C.3	EE.2.A.7	Hsi-responsive curriculum.	Launch Mariachi/music programs. KPI: Enrollment and course growth.	New	SoM	Principled Conduct	Student	
	OE.1.C.4	EE.2.A.8	Align with r1/hsi.	Monitor enrollment in responsive programs. KPI: Alignment reports.	RO	SoM	Sense of Community	Administration	
	OE.1.C.5	EE.2.A.13 EE.2.B.20 I.1.A.7	Develop and expand undergraduate education programs.	Replace the prior hire-focused approach with a programmatic development initiative to strengthen undergraduate Performance Education, Theatre, and Dance Education programs. Review curricula for alignment with national standards (e.g., NASD/NAST) and regional workforce needs. Develop new pipelines to teaching certification and community engagement. KPI: Develop and approve 2 new courses by Spring 2027; grow enrollment by 15% in 2 years; establish 3 community-school partnerships annually.	New	SoTD	Principled Conduct	Community	
	OE.1.C.6	EE.2.A.14 OE.2.B.19	Establish and expand articulation agreements.	Develop and formalize articulation agreements with regional community colleges and partner institutions to ensure seamless transfer pathways into Theatre, Dance, and Performance Education undergraduate programs. Align degree plans to reduce transfer credit loss and support timely graduation. KPI: Establish 3 new articulation agreements by Fall 2027; increase transfer student enrollment by 20% in 3 years; evaluate retention and completion rates annually.	New	SoTD	Care	Community	
Goal 2	Focus on Arts-Centered Educational Outreach								
OE.2.A		Broaden our network of collaborations and partnerships.							
	OE.2.A.1		Expand engaged scholarship opportunities and seed grants.	Grow Engaged Seed Grants, faculty workshops, and engaged newsletter. KPI: number of engaged proposals and formalized partnerships.	RO	ASO	Sense of Community	Community	
	OE.2.A.2	EE.2.B.10	Advance T&P policy revision through shared governance.	Facilitate next phase of TCVPA T&P policy revision with Policy Review Committee and ECP subcommittee. KPI: revised policies and supplemental resources finalized by May 2026. Benchmarks: Faculty feedback, reduction in access barriers.	New	ASO	Principled Conduct	Administration	
	OE.2.A.3		Integrate best practice resources into ECP teams.	Document and disseminate best practice guidance for engagement. KPI: resources published to TCVPA portal by April 2026.	NEW	ECP	Sense of Community	Community	
	OE.2.A.4	EE.2.C.4 OE.3.C.13	Increase Awareness for the College Through Social, Web, & Advertising, Using Graphics, Stories, Videos & Photos: Strengthen Email and Enrollment Marketing.	Create emails using Emma as needed for college wide, alumni, donor and community messages. Help review and/or craft automated messages sent from recruiting through the TTU enrollment system. Create landing pages on our website as needed for online marketing using Emma. Assist Gwen as needed for messages from development, and Kristi for alumni communications. Use Emma to send out TTU Arts Newsletter emails.	New	MC	Sense of Community	Institution	
	OE.2.A.5	EE.2.C.7 I.2.C.5	Make the SoA/TCVPA a gathering place for faculty from throughout campus, a venue for the exchange of ideas, and a site at which new research partnerships are founded.	Make the SoA/TCVPA a gathering place for faculty from throughout campus, a venue for the exchange of ideas, and a site at which new research partnerships are founded.	RO	SoA	Curiosity	Faculty	
	OE.2.A.6	OE.2.B.14	Enter into next phase of Rural Arts Connection and our partnership with 29 Pieces.	Enter into next phase of Rural Arts Connection and our partnership with 29 Pieces.	RO	SoA	Sense of Community	Community	
	OE.2.A.7		Expand community course offerings, such as adult piano and guitar, to enhance public engagement.	Adult piano, guitar, etc. KPI: Course enrollment.	New	SoM	Sense of Community	Community	
OE.2.B		Broaden our network of collaborations and partnerships.							
	OE.2.B.1	OE.3.A.2 OE.3.C.1	Expand relationships across campus & community.	Establish strategic partnerships with TTAA, Advancement, and others. KPI: ≥3 new partnerships; shared opportunities list.	RO	AOA	Sense of Community	Community	
	OE.2.B.2		Continue developing curricular/program partnerships with other TTU units	Maintain or expand current initiatives; measure engagement and implementation outcomes	RO	DIAS	Sense of Community	Community	
	OE.2.B.3		Improve knowledge-sharing and resource best practices.	Teams collect information and submit resource/tool recommendations to improve outreach and engagement practices. KPI: recommendations finalized by March 2026.	NEW	ECP	Sense of Community	Community	
	OE.2.B.4		Formalize community partnership pathways and grant resources.	Create clear partnership pathways and compile grants/resources by March 2026. KPI: launch internal partnership toolkit by April 2026.	NEW	ECP	Sense of Community	Community	
	OE.2.B.5	EE.3.B.6	Build partnerships/alliances to deepen outreach impact.	Develop partnerships and alliances (internal & external) to expand the community network supporting engaged scholarship and visibility.	RO	GAR	Sense of Community	Community	
	OE.2.B.6	EE.3.B.7 I.3.C.3	Network to broaden collaborations.	Continue structured networking (OIA, HUB, a2ru, Rawls, PLI, etc.) to seed proposals and engaged projects.	RO	GAR	Sense of Community	Community	
	OE.2.B.7	OE.3.C.9 OE.4.A.5	Increase Awareness for the College Through Social, Web, & Advertising, Using Graphics, Stories, Videos & Photos: Create regular and consistent social media posts that are engaging to our audience to raise brand awareness and spread important information.	Tailor each account to respective audience: Facebook- connect with supporters & alumni, share event invites, and include long-form text, Instagram- provide mobile users with compelling images that target current and prospective students, YouTube-Share video content and create shorts, Twitter- periodically add update to keep account active, LinkedIn- Increase brand credibility with professional & alumni networking. Create an academic year plan and repetitive posts. Research other platforms to stay current with trends and find our audience. Make sure all account profile images are in accordance to university guidelines. Attend weekly university social comms meetings as able. Request to be added as an admin on all college and department accounts.	New	MC	Sense of Community	Alumni	
	OE.2.B.8	OE.3.C.10	Increase Awareness for the College Through Social, Web, & Advertising, Using Graphics, Stories, Videos & Photos: Strengthen Web Stories, ensuring School coverage, sourcing new content, and ensuring equal coverage across all disciplines.	Make sure each school/dept has a presence with regular stories. Search for stories that have already been told and share them. Seek out untold stories, look for opportunities. Add and update stories as they come in, in news sections of websites.	New	MC	Curiosity	Institution	
	OE.2.B.9	I.2.C.2 OE.3.C.11	Increase Awareness for the College Through Social, Web, & Advertising, Using Graphics, Stories, Videos & Photos: Create and improve Videos, augmenting and diversifying content.	Make videos and visual elements for all outlets (i.e. social, web, tv, etc.). Spotlights: Produce student and faculty spotlights across the college. Features: Focus on specific classes, projects, outreach & engagement, or events. Record and release monthly 'Minute With the Dean.' Work with IA on campaign video(s).	New	MC	Sense of Community	Faculty	
	OE.2.B.10	OE.3.C.12	Increase Awareness for the College Through Social, Web, & Advertising, Using Graphics, Stories, Videos & Photos: Continually add to library of photos for easy access to those that need them.	Determine ahead of time which events could benefit from capturing imagery. Discover uncovered areas and fill in the gaps where needed.	New	MC	Sense of Community	All stakeholders	

	OE.2.B.11	OE.1.A.4 OE.3.C.14	Increase Awareness for the College Through Social, Web, & Advertising, Using Graphics, Stories, Videos & Photos: Renew Radio contract between 105.7 FM and TCVPA, developing stronger content to express brand identity and broadcast college-wide activity and programming.	Schedule, record, edit and upload weekly talk show, The Art Beat. Request weekly uploads for TTU Arts Encore Concert Series. Determine Signature Events for extra coverage from 105.7, assisting with contacts and scheduling as needed. Promote shows on social platforms.	New	MC	Sense of Community	Institution
	OE.2.B.12	I.3.A.13 OE.4.A.8	Move to Centralized Updates of the Website from Within the College: Move access from schools to TCVPA.	Faster & more efficient workflow - All updates will go through the exact same process(es). All web pages will remain consistent; code is not broken. Anyone making updates within the college will be familiar with html and the code being used.	New	MC	Sense of Community	All stakeholders
	OE.2.B.13	I.2.C.3	Elevate media presence of outreach and engaged creative projects.	Promote innovation and interdisciplinary highlights.	RO	MC	Sense of Community	Community
	OE.2.B.14	OE.2.A.6	Enter into next phase of Rural Arts Connection and our partnership with 29 Pieces.	Enter into next phase of Rural Arts Connection and our partnership with 29 Pieces.	RO	SoA	Sense of Community	Community
	OE.2.B.15	I.3.A.16 OE.3.A.9	Incentivize innovation infrastructure.	Track facility upgrades & matched funding. KPI: Usage & upgrade logs.	RO	SoM	Creativity	Institution
	OE.2.B.16	EE.1.C.4 OE.3.C.16	Support community partnerships.	Continue teaching partnerships. KPI: Enrollment + participation.	New	SoM	Sense of Community	Community
	OE.2.B.17	I.3.A.17	Expand community partnerships.	Build needed local programs. KPI: # of community partners.	New	SoM	Sense of Community	Community
	OE.2.B.18	OE.3.A.10	Empower participation.	Enlist community in programs. KPI: Community enrollment growth.	New	SoM	Sense of Community	Community
	OE.2.B.19	EE.2.A.14 OE.1.C.6	Establish and expand articulation agreements.	Develop and formalize articulation agreements with regional community colleges and partner institutions to ensure seamless transfer pathways into Theatre, Dance, and Performance Education undergraduate programs. Align degree plans to reduce transfer credit loss and support timely graduation. KPI: Establish 3 new articulation agreements by Fall 2027; increase transfer student enrollment by 20% in 3 years; evaluate retention and completion rates annually.	New	SoTD	Care	Community
OE.2.C	Advance opportunities and incentives for integration of outreach.							
	OE.2.C.1	EE.1.A.3 I.1.A.1	Curricularly support the four units in strengthening existing and building new programs: oversee committee functions (action): re-organize the TCVPA Committee on Academic Programs, and related information (action).	Build out the Teams site, make full use of the structure moving forward for the current year. Spend the year cataloging and archiving past years.	New	ADS	Care	Student
	OE.2.C.2		Fundraise to sustain community partnerships.	Increase gift support that underwrites community-embedded programs (e.g., rural schools, Guadalupe Parkway Centers, camps). KPI: Dollars raised for partnership programs; # funded projects; # participants served; partner satisfaction. Benchmarks FY26: Contribute to Priority #2 target; ≥2 new/renewed MOUs. Timeline: Q1 pipeline build; Q2 proposals; Q3–Q4 closes; annual partner report June 2026.	RO	DEV	Care	Prospective Students
	OE.2.C.3	EE.1.D.4 EE.3.D.9	Host fall & spring graduation events and events that support alumni relations.	Include resources, alumni relations, career center, etc. KPI: 90% graduate attendance; event costs ≤ budget.	RO	EMR	Care	Alumni
	OE.2.C.4		Alumni presence at graduation reception.	Provide gifts, gather post-grad data, and RSVP outreach. KPI: 100% data collected; alumni follow-up within 30 days.	RO	EMR	Sense of Community	Alumni
	OE.2.C.5	EE.2.B.12 I.2.B.5	Streamline 2-3 high-friction processes annually.	Identify and fix 2–3 of the most challenging financial processes, such as scholarships, purchasing, and travel. KPI: Complete one process optimization per quarter; reduce processing time by 20%.	New	FIN	Principled Conduct	Staff
	OE.2.C.6		Develop visually impactful print and digital outreach materials to support public visibility and recruitment.	Design print/digital materials. KPI: Materials created.	New	SoM	Sense of Community	Community
	OE.2.C.7	I.3.A.18	Increase recognition for awards.	Increase faculty submissions for external awards recognizing research and creative activity. KPI: 5 new submissions annually; 2 new external awards secured annually.	RO	SoTD	Curiosity	Faculty
Goal 3	Deepen relationships with all stakeholders							
OE.3.A	Empower students, faculty, staff, and community members to actively participate in outreach initiatives.							
	OE.3.A.1	EE.3.D.2	Build distinct alumni identity.	Branding, storytelling, and consistent alumni content. KPI: 20 alumni recognized/year; 30% increase in alumni engagement.	RO	AOA	Sense of Community	Alumni
	OE.3.A.2	OE.2.B.1 OE.3.C.1	Expand relationships across campus & community.	Establish strategic partnerships with TTAA, Advancement, and others. KPI: ≥3 new partnerships; shared opportunities list.	RO	AOA	Sense of Community	Community
	OE.3.A.3	OE.3.B.2	Serve as Legacy U ambassador (TTAA).	Coordinate Actor’s Playground and explore further unit involvement. KPI: event held July 2025; plans for 2026.	RO	AOA	Curiosity	Institution
	OE.3.A.4	EE.3.D.4	Launch TCVPA Alumni Career Panel.	Event links students with alumni; post-event content shared. KPI: ≥50 participants; follow-up survey.	New	AOA	Sense of Community	Alumni
	OE.3.A.5		Form alumni engagement committee.	Reps from each unit coordinate campaigns and events. KPI: quarterly meetings; annual engagement report.	RO	AOA	Sense of Community	Alumni
	OE.3.A.6		Broaden stakeholder engagement through intentional touchpoints.	Monthly team meetings, bi-annual Dean touchpoints, and open calls for faculty/staff/grad students to join ECP teams. KPI: increased participation rates and feedback.	NEW	ECP	Sense of Community	Staff
	OE.3.A.7	OE.1.C.2	Continue to devise O&E projects and produce programming (exhibitions, visiting artists and scholars) that are for, with, and/or about Hispanic/LatinX communities, histories, and cultures.	Continue to devise O&E projects and produce programming (exhibitions, visiting artists and scholars) that are for, with, and/or about Hispanic/LatinX communities, histories, and cultures.	RO	SoA	Sense of Community	Prospective Students
	OE.3.A.8		Studio D exhibition proposals that incorporate outreach activity may be given special consideration, and/or Studio D exhibition proposals may require an outreach component.	Studio D exhibition proposals that incorporate outreach activity may be given special consideration, and/or Studio D exhibition proposals may require an outreach component.	RO	SoA	Sense of Community	Student
	OE.3.A.9	I.3.A.16 OE.2.B.15	Incentivize innovation infrastructure.	Track facility upgrades & matched funding. KPI: Usage & upgrade logs.	RO	SoM	Creativity	Institution
	OE.3.A.10	OE.2.B.18	Empower participation.	Enlist community in programs. KPI: Community enrollment growth.	New	SoM	Sense of Community	Community
OE.3.B	Expand international reach and support.							
	OE.3.B.1	OE.3.C.3	Strengthen collaboration with TTAA.	Align alumni programs with TTAA initiatives. KPI: new alumni committee formed Fall 2025.	RO	AOA	Sense of Community	Alumni
	OE.3.B.2	OE.3.A.3	Serve as Legacy U ambassador (TTAA).	Coordinate Actor’s Playground and explore further unit involvement. KPI: event held July 2025; plans for 2026.	RO	AOA	Curiosity	Institution
	OE.3.B.3	EE.3.A.6 I.2.B.6	Analyze SoM Band & Choir camp finances.	Audit and optimize revenue and expense structures for Band & Choir camps. KPI: Increase net camp revenue by 10% by next fiscal year.	New	FIN	Principled Conduct	Institution
	OE.3.B.4	I.2.A.5 I.3.A.6 OE.3.B	Deliver faculty grant workshops & coaching.	Offer structured workshops and 1:1 consults; connect to external sponsors and campus partners.	RO	GAR	Sense of Community	Faculty

	OE.3.B.5	I.3.A.7 OE.3.B.6	Expand international reach & support (via OIA).	Coordinate with OIA to raise visibility of international opportunities, Fulbright-adjacent pipelines, and co-taught/host activities.	RO	GAR	Care	Prospective Students
	OE.3.B.6	I.3.A.7 OE.3.B.5	Expand international reach & support (via OIA).	Coordinate with OIA to raise visibility of international opportunities, Fulbright-adjacent pipelines, and co-taught/host activities.	RO	GAR	Care	Prospective Students
	OE.3.B.7		Expand international presence.	Budget and celebrate intâ€™ work. KPI: # of events + PR releases.	New	SoM	Principled Conduct	Administration
	OE.3.B.8	I.1.A.8	Elevate Signature Experiences, amplifying Marfa Intensive and strengthening associated partnerships.	Highlight signature experiences (Marfa Intensive, Study Abroad, Alumni Residencies) as integral to curriculum and student outcomes. KPI: At least 2 new experiential offerings added annually; student participation up 15% YOY.	RO	SoTD	Sense of Community	Alumni
	OE.3.B.9	OE.3.C.15	Develop/reprise a study abroad program.	Develop/reprise a study abroad program. Review previous Italy summer program team-taught by Art History and Studio and consider ways to reformulate/relocate/optimize this program.	RO	SoA	Principled Conduct	Student
OE.3.C	Build service-focused relationships that meet communities where they are.							
	OE.3.C.1	OE.2.B.1 OE.3.A.2	Expand relationships across campus & community.	Establish strategic partnerships with TTAA, Advancement, and others. KPI: >3 new partnerships; shared opportunities list.	RO	AOA	Sense of Community	Community
	OE.3.C.2		Attend alumni events/conferences.	Support unit engagement & alumni relationships at state events. KPI: attend 4 conferences; follow-up metrics by year-end.	RO	AOA	Sense of Community	Alumni
	OE.3.C.3	OE.3.B.1	Strengthen collaboration with TTAA.	Align alumni programs with TTAA initiatives. KPI: new alumni committee formed Fall 2025.	RO	AOA	Sense of Community	Alumni
	OE.3.C.4		Strengthen compliance and best practices in O&E, in conjunction with Engaged Colleges Efforts.	Use ECP subcommittee to assess compliance and build outreach practices across schools. KPI: compliance report by May 2026.	New	ASO	Sense of Community	Community
	OE.3.C.5		Target fundraising to service-focused partnerships & special populations.	Prioritize funds that expand services for underserved groups (e.g., autism-supportive arts, rural access, after-school music). KPI: # service initiatives funded; # individuals served; equity/impact indicators by program. Benchmarks FY26: Launch/expand ≥3 service-focused initiatives; publish annual impact brief. Timeline: Program funding in Q2; implementation Q3-Q4; impact brief June 2026.	RO	DE	Sense of Community	Institution
	OE.3.C.6	I.1.C.5	Increase Brand Awareness for the College Through Print Materials: Stay Up to Date with New Branding Guidelines.	Continue the process of updating materials that still have the old logo as we are able. Check and approve orders made through TechBuy to ensure they follow guidelines. Review brand updates as they are released and inform the necessary parties.	New	MC	Creativity	Institution
	OE.3.C.7	EE.2.C.5	Increase Brand Awareness for the College Through Print Materials: Viewbooks.	Viewbooks are being updated to Fall 2025, will review for any needed updates and reprints in Spring 2026. If needed, create viewbooks and/or recruiting materials for each of the schools/department. Ensure compliance with new enrollment marketing standards.	New	MC	Principled Conduct	Institution
	OE.3.C.8	EE.2.C.6 OE.1.A.5	Increase Brand Awareness for the College Through Print Materials: Posters, Signage, Swag & Other Materials.	Check for needed updates to recruiting posters given to high schools and prospective students. Create banners and promotional signage as requested/needed for Student Success. As needed, update or create new flyers, announcements, and invitations for programs, majors, events, etc. Work with departments and vendors when swag items are requested to ensure we are getting the best deal and following the TTU style.	New	MC	Principled Conduct	Prospective Students
	OE.3.C.9	OE.2.B.7 OE.4.A.5	Increase Awareness for the College Through Social, Web, & Advertising, Using Graphics, Stories, Videos & Photos: Create regular and consistent social media posts that are engaging to our audience to raise brand awareness and spread important information.	Tailor each account to respective audience: Facebook- connect with supporters & alumni, share event invites, and include long-form text, Instagram- provide mobile users with compelling images that target current and prospective students, YouTube-Share video content and create shorts, Twitter- periodically add update to keep account active, LinkedIn- Increase brand credibility with professional & alumni networking. Create an academic year plan and repetitive posts. Research other platforms to stay current with trends and find our audience. Make sure all account profile images are in accordance to university guidelines. Attend weekly university social comms meetings as able. Request to be added as an admin on all college and department accounts.	New	MC	Sense of Community	Alumni
	OE.3.C.10	OE.2.B.8	Increase Awareness for the College Through Social, Web, & Advertising, Using Graphics, Stories, Videos & Photos: Strengthen Web Stories, ensuring School coverage, sourcing new content, and ensuring equal coverage across all disciplines.	Make sure each school/dept has a presence with regular stories. Search for stories that have already been told and share them. Seek out untold stories, look for opportunities. Add and update stories as they come in, in news sections of websites.	New	MC	Curiosity	Institution
	OE.3.C.11	I.2.C.2 OE.2.B.9	Increase Awareness for the College Through Social, Web, & Advertising, Using Graphics, Stories, Videos & Photos: Create and improve Videos, augmenting and diversifying content.	Make videos and visual elements for all outlets (i.e. social, web, tv, etc.). Spotlights: Produce student and faculty spotlights across the college. Features: Focus on specific classes, projects, outreach & engagement, or events. Record and release monthly 'Minute With the Dean.' Work with IA on campaign video(s).	New	MC	Sense of Community	Faculty
	OE.3.C.12	OE.2.B.10	Increase Awareness for the College Through Social, Web, & Advertising, Using Graphics, Stories, Videos & Photos: Continually add to library of photos for easy access to those that need them.	Determine ahead of time which events could benefit from capturing imagery. Discover uncovered areas and fill in the gaps where needed.	New	MC	Sense of Community	All stakeholders
	OE.3.C.13	EE.2.C.4 OE.2.A.4	Increase Awareness for the College Through Social, Web, & Advertising, Using Graphics, Stories, Videos & Photos: Strengthen Email and Enrollment Marketing.	Create emails using Emma as needed for college wide, alumni, donor and community messages. Help review and/or craft automated messages sent from recruiting through the TTU enrollment system. Create landing pages on our website as needed for online marketing using Emma. Assist Owen as needed for messages from development, and Kristi for alumni communications. Use Emma to send out TTU Arts Newsletter emails.	New	MC	Sense of Community	Institution
	OE.3.C.14	OE.1.A.4 OE.2.B.11	Increase Awareness for the College Through Social, Web, & Advertising, Using Graphics, Stories, Videos & Photos: Renew Radio contract between 105.7 FM and TCVPA, developing stronger content to express brand identity and broadcast college-wide activity and programming.	Schedule, record, edit and upload weekly talk show, The Art Beat. Request weekly uploads for TTU Arts Encore Concert Series. Determine Signature Events for extra coverage from 105.7, assisting with contacts and scheduling as needed. Promote shows on social platforms.	New	MC	Sense of Community	Institution
	OE.3.C.15	OE.3.B.9	Develop/reprise a study abroad program.	Develop/reprise a study abroad program. Review previous Italy summer program team-taught by Art History and Studio and consider ways to reformulate/relocate/optimize this program.	RO	SoA	Principled Conduct	Student
	OE.3.C.16	EE.1.C.4 OE.2.B.16	Support community partnerships.	Continue teaching partnerships. KPI: Enrollment + participation.	New	SoM	Sense of Community	Community
	OE.3.C.17	EE.1.C.5	Continue support of the Guadalupe Parkway programs as a model of sustained service-learning and outreach.	Maintain existing service program. KPI: Enrollment.	New	SoM	Curiosity	Community
Goal 4	Develop mechanisms for supporting an Outreach and Engagement research portfolio							
	OE.4.A	Augment digital resources.						
	OE.4.A.1	EE.3.C.20 I.3.C.1	Enhance a continuous improvement culture through accreditation processes and appropriate actions leading to reaccreditation within disciplines.	Assess the current accreditations steps on each school and identify the appropriate actions and support for successful re-accreditation	New	ADS		
	OE.4.A.2	OE.4.B.2 OE.4.C.1	Track outreach initiatives in shared system.	Build and maintain a system to log and report engagement/impact. KPI: 100% unit participation; quarterly reports.	RO	AOA		
	OE.4.A.3	OE.4.B.1 OE.4.C.2	Showcase outreach achievements.	Collect content and highlight activities quarterly; cross-campus storytelling. KPI: +30% online engagement with outreach stories.	RO	AOA		

OE.4.A.4	OE.4.B.3 OE.4.C.3	Use CASE metrics to assess alumni engagement.	Annual review of CASE data; report Fall 2025. KPI: identify ≥3 areas for growth.	RO	AOA		
OE.4.A.5	OE.2.B.7 OE.3.C.9	Increase Awareness for the College Through Social, Web, & Advertising, Using Graphics, Stories, Videos & Photos: Create regular and consistent social media posts that are engaging to our audience to raise brand awareness and spread important information.	Tailor each account to respective audience: Facebook- connect with supporters & alumni, share event invites, and include long-form text, Instagram- provide mobile users with compelling images that target current and prospective students, YouTube-Share video content and create shorts, Twitter- periodically add update to keep account active, LinkedIn- Increase brand credibility with professional & alumni networking. Create an academic year plan and repetitive posts. Research other platforms to stay current with trends and find our audience. Make sure all account profile images are in accordance to university guidelines. Attend weekly university social comms meetings as able. Request to be added as an admin on all college and department accounts.	New	MC		
OE.4.A.6	I.3.A.11	Improve College and School Websites to Increase Visibility and Overall User Experience: Review of College and School's Content with Web Health Report.	Complete college website review ending summer session II. School of Music website review will take place during fall semester. Work with faculty and school contacts to ensure all content is relevant and updated.	New	MC		
OE.4.A.7	I.3.A.12	Improve College and School Websites to Increase Visibility and Overall User Experience: Update sections on different webpages to ensure content flows efficiently.	Review current content. Meet with schools for their input. Implement changes.	New	MC		
OE.4.A.8	I.3.A.13 OE.2.B.12	Move to Centralized Updates of the Website from Within the College: Move access from schools to TCVPA.	Faster & more efficient workflow - All updates will go through the exact same process(es). All web pages will remain consistent; code is not broken. Anyone making updates within the college will be familiar with html and the code being used.	New	MC		
OE.4.A.9	I.3.A.14	Web audit for improved UI/UX and accessibility.	Include user journey design thinking. Implement best practices. Continuously improve.	RO	MC		
OE.4.A.10	OE.4.B.4 OE.4.C.8	Improve documentation practices for O&E activities.	Improve documentation practices for O&E activities.	RO	SoA		
OE.4.A.11	EE.2.C.8 I.2.C.4	Increase visibility of faculty and student research online.	Increase visibility of faculty and student research online.	RO	SoA		
OE.4.A.12		Collaborate with university libraries to integrate new digital resources supporting arts-based learning.	Partner with library. KPI: Library tools added.	New	SoM		
OE.4.A.13	EE.2.C.13 I.2.C.6 I.3.C.6 OE.1.A.9	Enhance production season marketing.	Improve marketing strategy to increase awareness of production season, leveraging alumni testimonials and accreditation outcomes in messaging. KPI: Attendance up 10%, at least 80% of students engaged in production attendance.	RO	SoTD		
OE.4.B Define exemplars and communicate the value of arts-based outreach.							
	OE.4.B.1	OE.4.A.3 OE.4.C.2	Showcase outreach achievements.	Collect content and highlight activities quarterly; cross-campus storytelling. KPI: +30% online engagement with outreach stories.	RO	AOA	Sense of Community Community
	OE.4.B.2	OE.4.A.2 OE.4.C.1	Track outreach initiatives in shared system.	Build and maintain a system to log and report engagement/impact. KPI: 100% unit participation; quarterly reports.	RO	AOA	Sense of Community Community
	OE.4.B.3	OE.4.A.4 OE.4.C.3	Use CASE metrics to assess alumni engagement.	Annual review of CASE data; report Fall 2025. KPI: identify ≥3 areas for growth.	RO	AOA	Sense of Community Alumni
	OE.4.B.4	OE.4.A.10 OE.4.C.8	Improve documentation practices for O&E activities.	Improve documentation practices for O&E activities.	RO	SoA	Creativity Institution
	OE.4.B.5		Define model outreach practices and measure their impact using registration data and curated media.	Website content + registration data. KPI: Resources developed.	New	SoM	Sense of Community Community
OE.4.C Map efforts to define and quantify impact.							
	OE.4.C.1	OE.4.A.2 OE.4.B.2	Track outreach initiatives in shared system.	Build and maintain a system to log and report engagement/impact. KPI: 100% unit participation; quarterly reports.	RO	AOA	Sense of Community Community
	OE.4.C.2	OE.4.A.3 OE.4.B.1	Showcase outreach achievements.	Collect content and highlight activities quarterly; cross-campus storytelling. KPI: +30% online engagement with outreach stories.	RO	AOA	Sense of Community Community
	OE.4.C.3	OE.4.A.4 OE.4.B.3	Use CASE metrics to assess alumni engagement.	Annual review of CASE data; report Fall 2025. KPI: identify ≥3 areas for growth.	RO	AOA	Sense of Community Alumni