



Year 2: TCVPA Strategic Plan “Core Values Integration”

AY25–26 Through the FRACTALS Model

A values-driven framework for adaptive, generative growth

Executive Summary

The FY25–26 action set marks a defining moment in the Texas Tech University College of Visual & Performing Arts’ evolution toward a values-driven, generative planning culture. Guided by the FRACTALS model, this year’s plan demonstrates how stable vision and values can anchor adaptive, data-informed actions that meet the moment while building for the future. Last year (AY 2024–2025) served as the **Laboratory Year**—our inaugural implementation cycle—where high-curiosity exploration and pilot programs stress-tested both process and structure. This year (**AY 2025–2026**) represents a Scale-Out Year, where proven approaches are embedded into systems, partnerships are deepened, and strategic infrastructure is strengthened for sustained impact.

Values at the Core: At the heart of this transition is our TCVPA Values Culture—Curiosity, Creativity, Care, Principled Conduct, and Sense of Community—which remains our compass for both artistic expression and operational decision-making. Through the new Values Alignment Rubric, every action has been scored for its alignment to these core values and its placement within our **three strategic pillars**:

- **Educational Excellence (EE)** — advancing high-impact learning and academic innovation.
- **Innovation (I)** — cultivating creative, research-driven, and experimental practices.
- **Outreach & Engagement (OE)** — fostering partnerships, cultural exchange, and public impact.

The data tells a powerful story:

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

From Values to Strategic Action: Each planning pillar now carries a balanced portfolio of values-aligned initiatives, ensuring that the what we do is inseparable from the how we do it. The FRACTALS model allows us to preserve our mission and values while adjusting our initiatives year to year in response to feedback, performance metrics, and evolving opportunities.

- **Educational Excellence** initiatives increasingly center on Principled Conduct and Care, ensuring that pedagogy and policy advance together.
- **Innovation** actions now prioritize Sense of Community alongside experimental projects, embedding collaborative culture into creative risk-taking.
- **Outreach & Engagement** is heavily weighted toward Sense of Community and Principled Conduct, establishing sustainable, trust-based partnerships.

Why This Matters: By intentionally connecting values to actions, TCVPA is:

- Building a resilient planning culture where ethical, human-centered practice drives decision-making.
- Positioning our programs and partnerships for durable impact in the local, national, and global arts ecosystem.
- Demonstrating that values are not ornamental statements but operational levers that influence what gets funded, scaled, or reimaged.

Looking Ahead: The insights from this analysis—value distribution, stakeholder shifts, and code confidence—are not just retrospective measures; they are forward-looking tools. By integrating the Values Alignment Rubric into curricular planning, event programming, partnership vetting, and annual reviews, we ensure that our culture is lived, not laminated. The result is a College that is artistically bold, operationally disciplined, and culturally coherent—a TCVPA that leads not only in artistic achievement, but in demonstrating how a higher-education arts institution can live its values in every decision, every project, and every relationship.

SUMMARY OF INTEGRATION AND PROCESS COMPONENTS

I. Purpose & Context

The FY25–26 action set, evaluated through the FRACTALS model of generative plan building, represents a decisive stage in TCVPA’s strategic evolution.

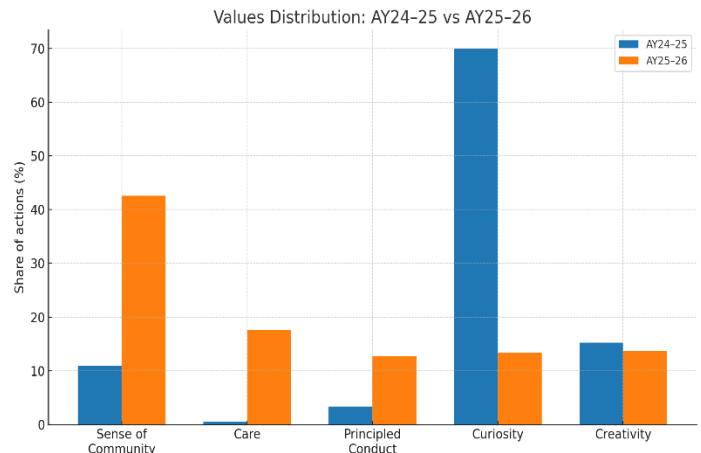
Last year (AY 2024–2025) marked our first year of implementation—a Laboratory Year defined by high-curiosity exploration, proof-of-concept pilots, and process stress-testing. These exploratory actions were designed to test boundaries, uncover opportunities, and evaluate the resilience and flexibility of both our operational systems and our cultural commitments.

This year (AY 2025–2026) shifts to scale-out and consolidation—embedding the most successful innovations into durable systems. The emphasis is now on replicability, cultural anchoring, and alignment with institutional mission, while safeguarding the adaptability and creative spark that fueled the Laboratory Year.

Year-over-year value distribution shifts:

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

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



[Chart: Bar comparison of AY24–25 vs AY25–26 value proportions]

What else might this suggest?

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

II. FRACTALS Model Lens

See summary document for full details.

Fractals Lens — Phase-as-Theme (AY24–29), Master line: Same pattern. New scale.

Purpose (for the data doc): A values-first wrapper that makes each year’s emphasis legible while keeping actions cross-pillar. Each phase amplifies one planning function and yields clear, trackable signals aligned to Sense of Community, Care, Principled Conduct, Creativity, and Curiosity.

Always-On & Guardrails (bias-proof)

- Values-first copy; every action tagged to EE/OE/I.
- Balanced KPI set each year (students, faculty, alumni/partners).
- Central QR “hub” routes all stories to the live plan & monitoring; reporting organized by **Values** and **Stakeholders** first, **Pillars** second.

5-Year Snapshot (phase = brand = theme)

- **AY24–25 — Prototype as Process (Phase 1):** The Lab Year — “Build, measure, learn—together.”
Signals: baselines, pilot adoption, participation breadth, iteration speed.
- **AY25–26 — Designed to Connect (Phase 2):** Belong by Design — “Community is how we scale.”
Signals: participation across groups, cross-unit collaborations, belonging/retention sentiment, feedback→change lead time.

- **AY26–27 — Depth of Learning (Phase 3):** Integrated learning — “Depth becomes culture.”
Signals: outcome gains, mentorship coverage, completion rates, time-to-adoption.
- **AY27–28 — Expanding Horizons (Phase 4):** Invent the Next — “Focus fuels the future.”
Signals: platforms launched, partner value/renewals, external showcases/funding, venture outputs.
- **AY28–29 — Full Circle Synthesis (Phase 5):** Full Circle → Next Spiral — “Complete the circle. Begin the spiral.”
Signals: balanced completion, adoption/diffusion index, readiness for next cycle.

KPI Buckets (values-aligned, comparable year over year)

- **Community & Care:** participation breadth, touchpoints, belonging/retention, response time to feedback.
- **Principled Conduct:** policy/assessment completion, adoption/compliance, “we heard / we did” evidence.
- **Creativity & Curiosity:** pilot throughput, iteration velocity, platform conversion.
- **Learning:** outcome gains, credential/completion, mentorship coverage, practice adoption.
- **Integration:** cross-unit collaborations, diffusion index, partner value.

Reporting Cadence

- **Monthly:** two value stories + live metric snapshot (“Fractal Fridays”).
- **Quarterly:** phase dashboard (KPI deltas, adoption heatmap, stakeholder mix).
- **Annually:** Impact Atlas + Pattern Library; values distribution summary; next-cycle recommendations.

Year-2 fit (one line): Use Designed to Connect to narrate the documented rise in community-, care-, and conduct-oriented activity while preserving cross-pillar balance and ongoing innovation

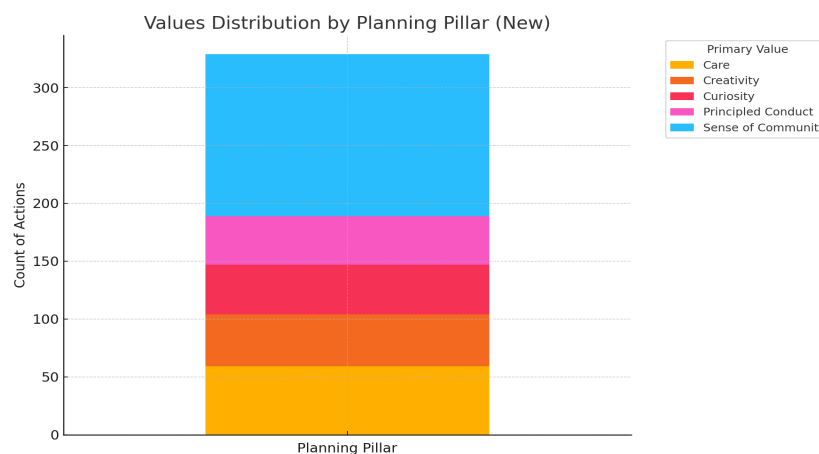
III. Values Alignment Analysis

Key observations:

- Sense of Community quadrupled, underscoring the strengthening of collaborative culture, alumni engagement, and cross-pillar initiatives.
- Care growth reflects a deliberate focus on wellbeing, mentorship, and relationship stewardship.
- Principled Conduct gains align with accreditation readiness, policy alignment, and ethical leadership.
- Creativity remains stable but proportionally low—requiring deliberate preservation to prevent over-bureaucratization.
- Curiosity decreased sharply as the plan shifted from exploration to refinement, but maintaining a healthy baseline is essential to preserve adaptability.

Future uses of this data:

- Rebalance Creativity and Curiosity to sustain innovation without sacrificing stability.
- Track whether growth in Care correlates with improved retention and satisfaction.
- Apply the Values Alignment Rubric annually to forecast cultural strengths and vulnerabilities before they impact performance.



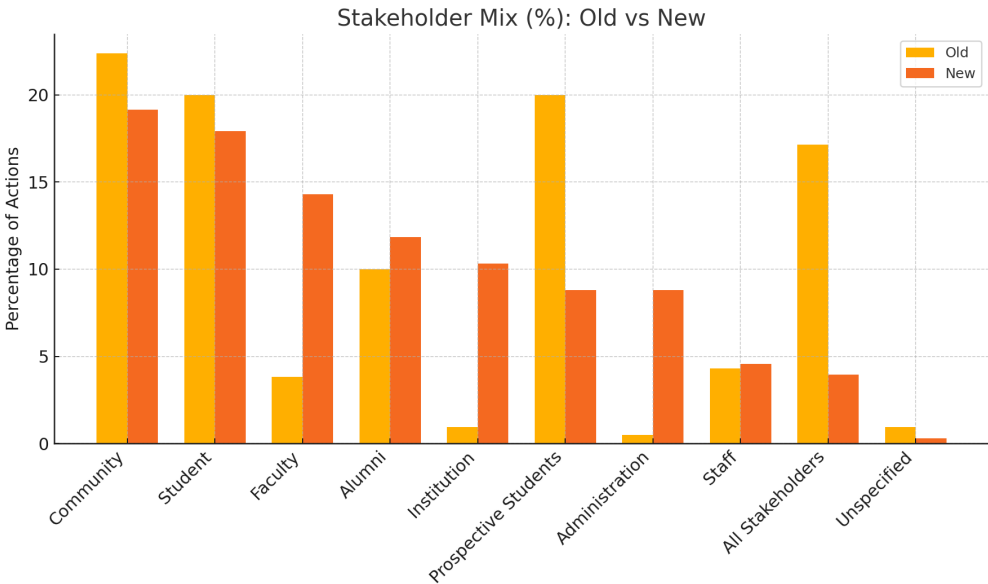
Primary Value	AY 2024-25 % of Total	AY 2025-26 % of Total	Change in Share	Notes
Sense of Community	10.95%	42.55%	+31.6%	Massive emphasis in the new plan, suggesting stronger focus on connection, collaboration, and inclusion.
Care	0.48%	17.63%	+17.15%	Now a major value driver, indicating more actions supporting wellbeing and empathy.
Curiosity	70.00%	13.37%	-56.63%	Sharp drop — may indicate reduced exploratory/innovative actions or a shift in categorization.
Principled Conduct	3.33%	12.77%	+9.44%	Increase points to greater accountability and ethics emphasis.
Creativity	15.24%	13.68%	-1.56%	Relatively stable, though slightly less emphasis proportionally.

IV. Stakeholder Orientation & Year-Over-Year Shift

The Laboratory Year skewed heavily toward student-facing initiatives. The 2025–2026 plan expands to a multi-stakeholder approach, with stronger engagement of faculty, institutional partners, and alumni—aligning with the FRACTALS principle that sustainable capacity is built through an interconnected ecosystem. **Forward applications:**

- Ensure balanced initiative benefits across all stakeholder groups.
- Use alumni- and institution-facing initiatives for advocacy, fundraising, and external relations.
- Increase faculty-facing actions to strengthen cultural alignment and resilience.

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



[Charts;Stakeholder.mix?AY80-80vsj.AY80-80]

V. Code Confidence & Strategic Continuity

Findings:

- **High Confidence (1.0):** Proven, repeatable actions that anchor the plan and warrant multi-year KPIs.
- **Moderate (0.8):** Refined initiatives, ideal for scaling with adjustments.
- **Low (0.5):** Early-stage concepts needing close evaluation.
- **New (0.0):** Fresh innovation seeds for future cycles.

Future use:

- Secure resources for high-confidence actions.
- Assign targeted oversight for moderate- and low-confidence actions.
- Curate new initiatives into a managed innovation pipeline.



[Stacked.bar.chart;Code_confidence.distribution]

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

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

- **Adaptive cycles:** Annual action sets evolve through piloting, refining, and scaling.
- **Feedback integration:** Tools like the Values Alignment Rubric, code-confidence scoring, and stakeholder mapping support real-time course correction.
- **Multi-level connectivity:** Every action is cross-referenced to pillars, goals, values, and stakeholder groups, creating a multi-dimensional strategic map.

Why it matters:

- Tracks continuity from pilot to scaled success.
- Highlights innovation pipelines by monitoring low- to high-confidence transitions.
- Validates that each action reinforces core values and supports a balanced cultural distribution.

Impact: This is not a static plan—it is a living, responsive framework. The values culture is embedded in every decision, budget, and partnership, turning strategy into both a record of achievement and a blueprint for what comes next.

VII. Recommendations & Broader Applications of the Values Alignment Rubric

Suggestions:

1. Rebalance Creativity and Curiosity to maintain cultural vitality.
2. Formalize values tracking in curricular planning, event programming, partnership vetting, and annual reviews.

3. Leverage stakeholder trends to set targeted recruitment, retention, and engagement KPIs.
4. Align faculty development with growth in Care and Principled Conduct.
5. Conduct annual cultural forecasting to detect emerging strengths and vulnerabilities before they impact outcomes.

Broader applications of the rubric:

- **Curricular planning:** Align new courses with values-distribution goals.
- **Event programming:** Ensure outreach reflects target values.
- **Partnership vetting:** Evaluate collaborations for cultural alignment.
- **Annual reviews:** Integrate into staff and faculty performance metrics.
- **Strategic design:** Use in proposal review to check values fit before launch.

VIII. Conclusion

The transition from curiosity-heavy exploration to values-anchored scaling demonstrates a maturing, adaptive planning culture. The FRACTALS model—combined with the plan’s dynamic structure, cross-referencing methodology, and values-based evaluation—ensures TCVPA can:

- Maintain innovation while scaling proven successes.
- Preserve and strengthen its cultural DNA.
- Build a resilient ecosystem that can respond to change without losing its identity.

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

APPENDIX MATERIALS:

RAW DATA FROM ASSESSMENT:

		AY 2024-2025			AY 2025-2026		
Pillar	Primary Value	Value Count	Confidence Score	Value Alignment Score	Value Count	Confidence Score	Value Alignment Score
Educational Excellence	Sense of Community	4	0.066	2.25	44	0.058	3
Educational Excellence	Curiosity	60	0.064	1.183333	28	0.034	1
Educational Excellence	Principled Conduct	2	0.066	2	21	0.056	2
Educational Excellence	Creativity	6	0.065	2	19	0.044	3
Educational Excellence	Care	0	0	0	18	0.051	1

Innovation	Sense of Community	7	0.063	2	22	0.054	3
Innovation	Care	1	0.063	2	20	0.042	2
Innovation	Curiosity	49	0.064	1.183673	19	0.046	1
Innovation	Principled Conduct	2	0.054	2	13	0.066	3
Innovation	Creativity	17	0.061	2	10	0.042	2
Outreach and Engagement	Sense of Community	12	0.084	2.416667	74	0.06	4
Outreach and Engagement	Curiosity	38	0.072	1.157895	13	0.04	4
Outreach and Engagement	Principled Conduct	3	0.075	2	10	0.058	2
Outreach and Engagement	Creativity	9	0.071	2	10	0.05	3
Outreach and Engagement	Care	0	0	0	8	0.048	1
All	Sense of Community	23	0.075	2.26087	140	0.058	4
All	Care	1	0.063	2	58	0.041	2
All	Curiosity	147	0.066	1.176871	45	0.048	1
All	Principled Conduct	7	0.066	2	44	0.057	2
All	Creativity	32	0.064	2	42	0.042	3
AVERAGE VALUES ALIGNMENT SCORE				2.2			2.9

SIDE BY SIDE VALUES ALIGNMENT COMPARISON

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