

# RADFORD UNIVERSITY

---

## College of Visual and Performing Arts

Date: March 24, 2023  
To: Faculty, Staff, and Students in the College of Visual and Performing Arts  
From: Stephanie Caulder, D.M.  
Re: Dean's Annual Report

I am honored to have served as Dean of the College of Visual and Performing Arts (CVPA) since August 1, 2022. I wish to thank the faculty in the college for their resilience, commitment to student success, and collegiality. My sincere gratitude goes to our college staff, department chairs, and all members of the CVPA Leadership Team for their regular counsel and dedication to our college and university. The CVPA faculty and staff are some of the most hard-working, competent, and kind people I have ever had the pleasure of being around. Although this report is supposed to reflect my activities as Dean, much of the work I do would not be possible without their assistance.

The four primary responsibilities of the college dean, as outlined in the T&R Handbook are:

- 1) To lead the faculty and staff of the college in developing and delivering educational opportunities of the highest quality possible for students, consistent with the mission of the College
- 2) To lead the College in procuring and managing fiscal, human, and physical resources necessary to accomplish these goals
- 3) To represent the college, its goals and needs to other external as well as internal constituencies
- 4) To promote the overall excellence and welfare of the University

I am delighted to share much of what I have learned and what we have accomplished together during my eight-month tenure. In addition to the duties outlined above, I feel strongly that my role as Dean is to lead by example. I want to help facilitate the strong work of others behind-the-scenes while also being of visible support internally and externally. I wish I could attend every event that the CVPA presents during the academic year, but I have sincerely enjoyed the great work of our students as mentored by our terrific faculty. This will remain a high priority for me if I have the privilege to continue to serve as Dean of the CVPA. Our students are, after all, the reason why we all work at a university.

I have categorized this report and my activities alphabetically and have tried to avoid duplication, although there is inevitable overlap amongst the categories.

## Accreditation

- Support the work of departments with upcoming accreditation self-study reports and site visits as follows:
  - National Association of Schools of Dance – site visit (April 2023)
  - National Association of Schools of Theatre – consultant visit (April 2023)
  - National Association of Schools of Music – site visit (AY 2023-24)
  - National Association of Schools of Theatre – site visit (AY 2023-24)
- The Department of Art and Department of Design successfully completed their Self-Study and site visit during Spring 2022 and will write a progress report on outstanding standards for the National Association of Schools of Art and Design Commission for Accreditation meeting in November 2023

## Advancement

- Radford University Arts Society
  - Cultivate relationships with existing donors, Arts Society leadership, and departmental advisory boards (ongoing)
  - Worked with University Advancement and University Relations to develop a Dean’s letter and annual giving brochure in order to increase engagement and fundraising
  - Worked with CVPA Communications Officer and University Advancement to maintain the Arts Society “honor roll”; produced large posters for venues and departments list the honor roll in programs at major CVPA events
  - Hosted and funded a reception for Arts Society donors prior to the University Performance Series event, “Mummenschanz” in October 2022
  - Working with Arts Society leadership to revitalize and expand the Arts Society as well as developing a new CVPA Advisory Board
- Represented CVPA at the following events:
  - Alumni Awards Luncheon – September 2022
  - Tartan Tour at English Meadows Farm – September 2022
  - Jack Davis book launch/Champagne Reception at the Glencoe Museum – September 2022
  - Give Your Heart to Art fundraiser – October 2022
  - Partners in Excellence luncheon – November 2022
  - Volunteer Summit – February 2023
- Thanks to the hard work of our partners in University Advancement, previous deans Margaret Devaney and James Robey, our faculty and of course, our donors, we have **more than doubled** our college goal for the TOGETHER campaign!
  - Goal = \$4,590,000     Total raised as of 03/11/2023 = \$10,401,250
  - The breakdown by campaign pillar is as follows:

College	Original Goal as of 1/1/2019	Total Rec'd Since 1/1/2019	Estimated Remaining Goal
Access and Opportunity - CVPA	\$ 1,290,000	\$ 943,646	\$ 346,354
Academic Excellence and Research – CVPA	\$ 1,900,000	\$ 686,921	\$ 1,213,079
Student Success and Engagement – CVPA	\$ 1,400,000	\$ 309,936	\$ 1,090,064
Emerging Needs - CVPA	\$ -	\$ 4,400	\$ (4,400)
Emerging Needs - Events – CVPA	\$ -	\$ 2,200	\$ (2,200)
Holding for Further Instruction – CVPA	\$ -	\$ 8,454,148	\$ (8,454,148)
<b>College of Visual &amp; Performing Arts</b>	<b>\$ 4,590,000</b>	<b>\$ 10,401,250</b>	<b>\$ (5,811,250)</b>

- During the period of 03/12/2022 through 03/11/2023, we have welcomed 27 new donors to the college and they gave a total of \$133,995. Total funds raised during this period are broken down by category as follows:

Bequest	\$ 2,000,000
Cash	\$ 91,196
Gift-in-Kind	\$ 15,150
Other Planned Gift	\$ 130,000
Pledge	\$ 28,320
Recurring Gift Pay-Cash	\$ 10,216
Stock/Property	\$ 20,438
<b>Visual &amp; Performing Arts</b>	<b>\$ 2,295,319</b>

- The total amount of scholarship money available to CVPA students for this recruiting cycle is \$196,779
- Regular focus on stewardship by making personal calls, writing thank you cards and acknowledgement letters
- Worked with University Advancement to renew previous Dean’s Emergency Fund and Andrew Ross Visiting Artist Endowment crowdfunding initiatives for April 2023

#### Annual Reporting/Assessment

- Review and support yearly program assessment in TK20 with a focus on “closing the loop”
- Review and support implementation of general education assessment

## College Leadership

The following items are categorized under general college leadership.

- Attend and support as many CVPA student and departmental events as possible
  - 29 to date since August 1, 2022 and 17 more scheduled to attend during the remainder of Spring 2023!
- Support and supervise efforts of college staff
  - Executive Assistant and Special Events Coordinator – Katherine Dove
  - Budget Manager and Coordinator of Office Administration – Bridgett Valentine
  - Communications Officer – Sean Kotz
- Prepare weekly meetings with and disseminate information from Academic Affairs Leadership Team, Dean’s Council, and Leadership Council to the CVPA Leadership Team whose membership includes:
  - Department chairs
  - Radford University Art Museum Director (RUAM)
  - CVPA staff
  - CVPA liaison and professional adviser in the Highlander Success Center
- Prepare monthly 1:1 meetings with department chairpersons and RUAM director
- Advocate for faculty and staff positions to support the work of the college and departments; the CVPA was awarded three new tenure-track positions for 23-24 and we filled two departmental administrative assistant positions as follows:
  - Foundations Coordinator – Department of Art (ongoing)
  - Director of Bands/Music Education – Department of Music (completed)
  - Costume Design – Department of Theatre and Cinema (completed)
  - Administrative Assistant – Department of Dance
  - Administrative Assistant – Department of Music
- Support faculty searches by conducting dean interviews and handling salary negotiations
- Conduct elections for college representatives to serve on Faculty Senate and university-wide governance committees
- Conduct college-wide meetings each academic year; attend department faculty meetings as invited; and, meet with college faculty as needed and desired to address concerns and resolve issues
- Interface with Donna Oliver and Dana Trask, CVPA liaisons in the Highlander Success Center, to review academic petitions; review suspension appeal applications and provide recommendations to university-wide Suspension Appeals Committee

- Support the CVPA Ambassadors, a service organization of 30+ students which provides invaluable help for college events, recruiting, outreach, and student mentorship
- Worked with Career and Talent Services to brainstorm about CVPA specific events and to maximize participation in the First Destination Survey
- Summer Residential Governor’s School for the Arts and Humanities (SRGS)
  - Served on search committee with Dean Matthew Smith for the new Executive Director (James Robey appointed February 1, 2023)
  - Confer as needed with SRGS Executive Director in managing policies, personnel, and budgets
  - Worked with the Executive Director to successfully fill existing program director positions with Radford CVPA faculty instead of using external personnel
  - Worked with the former Executive Director to provide administrative support for adjudications
- Liaise with Office of Institutional Equity about sensitive faculty/student issues
- Represent CVPA in sessions for university branding project with Visionpoint and website revision with New City

**Committee Membership**

Deans serve as standing members on several committees including:

- Academic Program Review and Enhancement Committee
- Academic Policies and Procedures Committee
- President’s Leadership Council
- Dean’s Council
- Academic Affairs Leadership Team
- TOGETHER Campaign Steering Committee

I have also served, or am currently serving, on additional committees as follows:

- Online Advisory Committee
- Academic Support Committee
- Ad-hoc Committee – student placement tests and DFW rates in introductory classes
- Search Committee member – Administrative Assistant, Department of Music (filled)
- Search Committee member – Assistant/Associate/Director of Advancement (in progress)
- Search Committee for Davis Performance Hall/Covington Center Technical Director (in Progress)

**Community Outreach**

The CVPA could be considered the “front porch” of the university because of the variety and number of the events we offer that are open to the public. I wish to commend the college faculty, department chairs, and program directors for the quality of performances, exhibitions, and events

this academic year. It is truly one of the best parts of my job and I know that our community appreciates it too. I have worked to build some initial connections as listed below, and there is substantial overlap with items listed in the Advancement category. I hope to continue to build relationships and look for more opportunities to become involved in the New River Valley.

- University Performance Series
  - Oversee and support the work of the CVPA Special Events Coordinator who works with presenter organizations and various university offices to hold 2-3 major events each year
  - Serve as a member of the University Performance Series Advisory/Artistic Committee
  
- President Danilowicz and I met with the owners and operators of the Renaissance Music Academy in Blacksburg to discuss possibilities for collaboration; I also toured their facilities and discussed potential partnerships/internships for music therapy and music education students in the future
  
- Met with the Events Coordinator, General Manager, and Executive Chef at the new Highlander Hotel to discuss partnerships and mutually beneficial advertising, specifically a pre-show, *prix fixe* dinner package for select CVPA events next year
  
- Serve as a member of the Radford Art Day Planning Committee; I will also deliver introductory remarks at the opening in June 2023
  
- Coordinated visit with Delegate Chris Head and Betsy Head for the Department of Music in October 2022

### **Curriculum/Faculty Workload**

- Conducted an extensive review of all course offerings this academic year, with special focus on low-enrolled courses and course capacity per the Provost's request; areas for improvement have been identified and changes are being implemented as appropriate
  
- Conducted a comprehensive review of full-time and adjunct workloads over a three-year period and have worked with our department chairs to maximize faculty productivity
  
- Reviewed reassigned time for faculty and made suggestions for assessment and outcomes
  
- Approve the work of the CVPA Curriculum Committee, including all course revisions and program approvals in the college that flow through Curriculog
  
- Development of Faculty Workload Optimization plan for CVPA; gave presentation to the Board of Visitors at a special session in January 2023

## Facilities

Department faculty, offices, and staff are scattered across campus in swing spaces as we await the opening of the Artis Center for Adaptive Innovation and Creativity (ACAIC). I thank our colleagues in Facilities Management for the care they have taken in providing quality spaces for our programs and being responsive to our needs during this transition. I spend a significant amount of time working with them to address requests and concerns. Current facilities include:

Ceramics Lab (Art Annex)	Grove Avenue
Trinkle Hall Dean's Suite	Stuart Hall
Covington Center	Tyler Avenue Gallery
McConnell Library	Walker Hall
Buchanan House	Preston Hall/Bondurant Auditorium

Another substantial focus during my first eight months has been planning and reestablishing lines of communication regarding ACAIC. We are all indebted to the Commonwealth of Virginia, Radford University administrators, Facilities Management, our donors, and the members of the ACAIC Building Committee for their commitment to this important project. After completion, all five departments in the CVPA as well as the School of Nursing and Waldron College of Health and Human Services will share state-of-the-art facilities for our programs and students. Some examples of my work in this area are as follows:

- Attending and supporting departmental meetings with ACAIC project manager to address change orders and existing design plans
- Working with CVPA chairs to establish department offices, faculty common spaces, and storage
- Facilitating meetings of the CVPA Leadership Team, our partners in IT, the School of Nursing, and Waldron College of Health and Human Services regarding common spaces in the building
- Facilitating meetings with the interior design team at Hord Coplan Macht to select furnishings for offices, storage areas, and classrooms

## Faculty/Staff Evaluation

Evaluating faculty and staff is one of the dean's most important responsibilities. Although the T&R handbook delegates the initial reviews of faculty to the Department Personnel Committee and the Department Chairperson, I think it is very important for me to spend the time to review each faculty's materials carefully as well. I have remarked on strengths and commented on areas for improvement, where applicable. I have processed and/or reviewed the following since August 1:

- Faculty
  - 47 full-time faculty annual reviews
  - 10 reappointment letters (tenure-track and SP faculty)
  - 4 tenure and 5 promotion applications

- 5 department chair annual evaluations
- Reviewed department chair evaluations of 24 adjunct faculty
- Staff/AP
  - Conducted annual evaluations of 3 CVPA staff members
  - Reviewed supervisor evaluations for 8 additional classified staff and AP faculty

### **Fiduciary**

- Manage college E&G budget of \$4,904,869 in consultation with department chairs and CVPA Budget Manager; additionally, manage Foundation accounts and scholarship endowment expenditures in consultation with the RU Foundation and University Advancement
- Prepare and submit college adjunct and faculty overload projections to the Assistant Provost for Budget and Academic Operations
- Prepare, monitor, and submit spend-down reports for all college cost centers to the Assistant Provost for Budget and Academic Operations
- Develop ETF, one-time funding requests, visionary requests, and savings strategies, in consultation with department chairs
- Review and approve all budget expenditures for the college through Chrome-River

### **Professional Development/Personal Scholarship**

- I continue to perform as Principal Oboist with the Johnstown Symphony Orchestra, a regional professional orchestra in Pennsylvania: [www.johnstownsymphony.org](http://www.johnstownsymphony.org)
  - 22-23 performance dates: October 20-22; January 13-14; February 10-12; March 9-11; April 20-21
- Professional Development Workshops at Radford:
  - Hanover Research Grant Writing Workshop - “Prospecting and Alignment” (October 13, 2022)
  - Engaging Differences - “Acting within your Sphere of Influence” (October 25, 2022)
  - Crossroads - “Introduction to Systemic Racism” Workshop (January 12, 2023)
  - Student Success Workshop with Laurie Schreiner (February 1, 2023)
  - Transfer VA (March 15, 2023)
- External Professional Development:
  - Chronicle of Higher Education
    - Webinar - “How to Reach the Disengaged Student” (October 27, 2022)
  - International Council of Fine Arts Deans
    - Webinar - “How to Recruit & Retain the Advancement Officers You Need” (November 29, 2022)



- Webinar - Leadership Development Committee - “Faculty and Staff Hiring: Best Practices for Successful Searches” (January 24, 2023)
  - Webinar - “The Social Psychology of Leading Difficult Conversations” (February 14, 2023)
- I have recently been nominated to serve as a Visiting Evaluator for the National Association of Schools of Music (NASM) and hope to complete training at the Annual Meeting of NASM in November 2023
  - Current professional affiliations:
    - International Council of Fine Arts Deans
    - International Double Reed Society
    - College Music Society
  - Board of Trustees, Johnstown Symphony Orchestra – January 2021 - October 2022
  - Players Committee, Johnstown Symphony Orchestra – April 2019 - October 2022

### **Public Relations/Promotion of CVPA**

Our college is fortunate to have the services of a dedicated Communications Officer, Sean Kotz. This position is in lieu of a traditional assistant dean role for the college but has proven to be invaluable to our mission. Reporting directly to me, and in close collaboration with our department chairs and college staff, the CVPA Communications Officer has worked to: increase our presence on social media, expand our reach to local and regional media outlets (TV, radio, print), maintain and improve our college and department websites, and provide internal and external advertising for university events. My work with public relations obviously overlaps with other categories in this report, but additional ways we are working to promote the CVPA are as follows:

- I gave multiple interviews or quotes regarding our University Performance Series performance featuring the Lviv National Orchestra of Ukraine in February 2023 (NPR/WVTF, WSLS, WFXR)
- Restarted bi-weekly e-newsletter emails to subscribers through Constant Contact
- Plan to produce a yearly College Annual Report which will highlight our student, faculty, and alumni successes; this will be available online and disseminated widely via email and social media (hopefully by August 1)

### **Recruitment**

Enrollment is the lifeblood of any university, and therefore, one of the highest priorities for a college Dean. I have been actively involved with recruiting during my 20+ years in higher education and have experienced both success and failure. One basic tenet I believe is important is tracking data to use our finite resources in a targeted way. I am grateful to our department chairs

and our college faculty who have worked tirelessly to recruit students for their programs. They have been receptive to my requests and ideas, and I hope, in turn, they feel supported in their efforts. Some examples of my work in this area are as follows:

- Represent the CVPA and coordinate additional college participation at Open Houses, Highlander Days, and QUEST
- Worked with chairs on scholarship distributions; provided additional funding in support of scholarships from CVPA General Fund; implemented small-scale “overawarding” strategy during this recruitment cycle; worked with our partners in University Advancement to awards scholarships earlier and streamline processes
- Met regularly with Enrollment Management division and our partners in the Office of Admissions
- Provided additional budget/financial support to departments for recruiting events
- Gave a presentation on CVPA programs and highlights to guidance counselors during a visit in November 2022
- Attended the university-wide Enrollment Strategies Forum in November 2022
- Attended the Highlander Distinction Scholarship dinner in February 2023
- Provided college and department recruitment materials in support of external partners and other offices on campus

### **Retention**

Retaining the students we have worked so hard to recruit is also vital to fulfilling the promise of higher education. While the CVPA is consistently lauded by the university administration for our higher-than-average retention rates, I would encourage us to continue this important work and strive for more improvement. I applaud our college faculty who are not only working hard to provide educational excellence in the classroom but are mentoring our students outside those walls as well. Some examples of my work in this area are as follows:

- General support for departmental retention initiatives, CVPA Ambassadors, and the Community of Artists (Living Learning Community for the CVPA)
- Work to establish college R-CAT in support of the Quality Enhancement Plan “RISE”
- Regularly send congratulatory emails to students (e.g. Dean’s List, CVPA Ambassadors, Winter CARD presenters, SURF grant recipients, etc.)
- Attended Student Success Workshop with Laurie Schreiner – February 2023

- Participated in professional development sessions (internal and external) on student success – see Professional Development
- Joined the newly formed Student Support Committee (ongoing)
- Appointed by Provost to serve on ad-hoc committee discussing DFW rates and placement exams
- Served as a table host for the Etiquette Dinner sponsored by Career and Talent – March 2023

I am grateful for the patience of my CVPA colleagues as I have familiarized myself with our people and programs before presenting my vision and goals for the college in any formal way. We have begun these important discussions in our CVPA Leadership Team, and I hope to provide a document outlining these for the college at-large at the beginning of the 2023-2024 academic year. A more formal strategic plan can be developed once the university has begun its new process, since the current five-year plan expires this year.

I hope you will find my efforts in the last eight months to be genuine and I look forward to your feedback on this report of our work together and my performance so far. Again, I sincerely appreciate the warm welcome I have received since arriving at Radford. My best wishes for a successful conclusion to the semester and for a restful and productive summer.

Sincerely,

A handwritten signature in black ink that reads "Stephanie Caulder". The signature is written in a cursive, flowing style.

Stephanie Caulder, D.M.