# Goal A: Cultivating an exceptional creative community(ies)

## Strengths
- People come to study art making
- Students are “open hearted? Mavericks”
- Students are brave
- Community embedded in the city (both ways)
- Size, Scale
- Student feeling seen and heard
- “Cultivation” happens here → Growth happens
- Student/Teacher Conditions (we all come here to learn more). Is this true across institution?
- Not focused on result → process over product
- Trust
- Keeping up with rate of change in particular ways
- Faculty working Artists

## Weaknesses
- Do not have continuity – in space, definitions *
- Inconstancy in defining curriculum *
- Students come for a specific school not the university
- Holistic – defining the University
- Not enough support for cultivation
- The Grid
- Communication: Lack of infrastructure→ownership and understanding→lack of consistency *
- Too many systems → over and under
- No “breathing room” → need to create space
- Open house → needs more continuity, open door?
- Lack of assessment
- Hospitality
- Trust
- More support for faculty to be in the world
- Contradictions - in language, institution
- Inflexibility

## Opportunities
- Study Hall FOR EVERYONE – create space for collaboration, interdisciplinary, create shared experiences * place to come together in curiosity*
- Research and Communication → what does research mean here? *
- Art Alliance
- Provide opportunities for faculty to model
- Students not to be students but also the teacher
- Immersive open house experience (change the name, change how we think about it)
- Entire community is creative
- Having students take classes when they visit
- Seeing culture change
- Use of visiting Artist/Residencies (short courses?)
- UArts Day

## Threats
- The idea that Arts done matter
- ROI score card
- Scheduling
- Student Debt*
- Inconsistencies in bureaucracy
- Unseen possibilities
- Facilities management *
- Outward facing communication* (is this part of telling our story?)
- Lack of data to inform decisions
- Lack of time
- Constant change
- Keeping up with rate of change / inflexibility

## NOTES & IDEAS
- **Right match** Vs. High quality
- Common denominator Vs. Uniqueness
- Define as a university – Rigor, Critically, research
  - What defines rigor in our context?
    - Agency
    - Creativity?
    - Curiosity
- Student attributes vs. what we provide (circumstances, environment)
  - **Student brings vs. have**
- Opportunities for : Self define relationships (living laboratories) “space in between”
- Words to explore:
  - Hybridity
  - Collaboration

Community includes: students, faculty, staff, and trustees
Disciplinary – Cross, Inter, intra, trans
- Continuity
- Agency

- Define Professional Development
  - Continuity
  - Time and Space
  - Connecting to disciplines out of UArts and bringing experiences back
  - Sharing with other institutions/partnerships
  - Radical Reciprocity
## Goal B: Create a university that is relevant and diverse

### Strengths
- Dreamers of dreams – build and prepare *
- Attending to the multidirectional emergence of new ideas, concepts, worldviews *
  - Diversity not fixed – consistently changing
- School of Dance
- Diverse Student Body (different types)
- Philadelphia / Community connections

### Weaknesses
- **Internal**
  - DEI program specific (ex. dance) and not universal across the board
  - Funding
  - Technology / infrastructure (Talent Management, no diversity data)
  - Lack of diversity in faculty, staff, board & senior leadership ➔ lack of intentional recruitment practices *
  - Curriculum ➔ no formal framework or structure for incorporating DEI *
  - No senior leadership position for div. no one on pres council / vp
  - Programming
  - Lack of information sharing *
  - No infrastructure for continued education for faculty in DEI

### Opportunities
- **External**
  - Connecting with students in Philadelphia
  - International diversity and study abroad
  - Learn best practices from each other *
    - Excellent/talented educators and artists, content, etc. ➔ need to highlight curriculum and student services that support students – bridge gaps
  - Momentum – President, students, faculty and staff
  - Promote CULTURAL VALUE – show how many possibilities there are ***
  - Build on our pool of PT faculty / include them in our mission
  - Get/keep alumni engaged

### Threats
- **External**
  - Institutional racism
  - Fear of adaptation
  - People who fear change
  - Budget decisions & who makes them *
  - Other schools have more robust DEI initiatives
**Goal C: Align our infrastructure with our vision**

<table>
<thead>
<tr>
<th>Strengths</th>
<th>Weaknesses</th>
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</thead>
<tbody>
<tr>
<td>- We can identify the issues</td>
<td>- Understaffed</td>
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<td>• consolidation → opportunity</td>
<td>- No consistent file keeping</td>
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<td>- Knowledge base is good</td>
<td>- Systems create need for too much staff. Need more efficiency/ streamlining</td>
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<td>- Good at work arounds</td>
<td>- Competitors have better tech</td>
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<td>- Not 25live</td>
<td>- Support for legacy systems</td>
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<td>- Colleague doesn’t integrate</td>
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<td>- Lack of IT ecosystem*</td>
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<td>- Silo in dept. culture</td>
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<td>- Inconsistent policy</td>
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<td>- Data management of facilities and their resources</td>
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<td>- Priorities</td>
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<td>- Without centralized authority for any aspect of our infrastructure</td>
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<td>- Safety / shops</td>
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<td>- Accessibility – physical*</td>
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<td>- No plan to keep spaces up – no ongoing maintenance plan</td>
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<table>
<thead>
<tr>
<th>Opportunities</th>
<th>Threats</th>
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<tbody>
<tr>
<td>- ID-Web cam = $2000 → weakness</td>
<td>- Disruptive technology</td>
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<td>- Tackle low hanging fruit</td>
<td>- Challenges of staying current</td>
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<td>- Reacting to customer feedback</td>
<td>- Fewer college-age students</td>
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<td>- Online degree programs *</td>
<td>- Online degree programs</td>
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<tr>
<td>- Location / Philadelphia *</td>
<td>- Risk of losing Fac/Staff/Students to better equipped/maintained institutions*</td>
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<td></td>
<td>- Location (price of expansion for campus facilities)</td>
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<td>- Safety (public, environmental, Broad St)</td>
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<td>- Social Media</td>
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**NOTES AND IDEAS**

- Infrastructure includes:
  - Tech
  - Physical space
- Costumer:
  - Internal - Students, Faculty, Staff
  - External - Alumni
- **How does infrastructure impact enrollment?**
- Brand image
  - No social media policy → working on this
- Funnel to alumni
- No auto replay when students inquire
- Keeping up with patches / not enough help
- Reactive *
- Committees with no agency
• Physical Space:
  o Overwhelmed with differed maintenance
    ▪ Facilities
    ▪ Salaries ➔ other duties assigned
  o Black hole of facilities management *
  o Differed maintenance of what we can afford
  o General condition of physical plant
  o Lack of support, leads to work arounds, which supports silos – overall university goal support
  o No consolidated systems, not centralized, a system of truth
  o HVAC and Plumbing

• Tech:
  o Refresh plan for Tech
  o Software upgrades / relevance for future use
  o Staying current
  o Using newest product?
    ▪ Customizations – How much?
  o Comprehensive plan – review plan
  o Culture impacting technology integration
  o Inefficient / insecure

• Initiatives:
  o Information hub/authority
  o Location for source of truth, portal?, email, policy
**Goal D: Forge a thriving business model**

### Strengths
- Critical thinking
- Creating thinking
- Why do students choose us:
  - grit/right fit/urban context
  - experience of learning something on first contact
  - Location – Philly
  - Individual/personal connection (Faculty and staff)*
  - Human connection
  - Because “I can be more”

→ All the Arts → collaboration opportunities

### Weaknesses
- Not doing a good job with respect enrollment fluctuations
- Can we consolidate class/programs
  - Is there a curricular overlap?
- Format delivery/modalities
  - Are we offering content in a relevant way
- How do we evaluate our programs? When?
- Are we vocational? Research? Something else

### Opportunities
- Inclusion (LGBTQ + Learning difference*)
- International students
- Transfer students
- New/enhanced Audiences
- Appropriate modalities of learning
- Defining value of arts education
- Integrate professional practices
  - Internships

### Threats
- User stories – folks who don’t choose/want us
  - Unimpressed by our facilities and infrastructure*
  - Perception of intellectual prowess - are we cutting edge?
  - Do not see themselves reflected in our faculty, staff and other students
  - Modalities of learning offered do not match needs of students – ex. evening courses for credit
  - ROI imbalance → “this is not a good investment” or “I can’t afford this”
  - Perception of lack of Competitiveness → “we are not academically rigorous)*
    - Acceptance rate
  - Declining and/or contested value of higher ed in the arts/design
    - STEM Vs. STEAM – “You don’t need a degree to do that”

### NOTES AND IDEAS
- Who is our audience?
  - Less competitive
  - Upper middle class f

→ Opportunity → Appealing
- Lower income – 30%
- Upper income - > 10%
- 80% eligible for financial aid
- Opp Audience → those who can’t afford - Inclusion
  - Learning differences
  - LGBTQ
### Goal E: Deepen our collaborations with Philadelphia

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<tr>
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<th>Weaknesses</th>
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<tr>
<td>- Location (Center City, Avenue of the Arts) *</td>
<td>- Lack of inst. Structure and support to the community.</td>
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<tr>
<td>- History of University and city</td>
<td>- Build bridges (no business dev.) *</td>
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<tr>
<td>- Art School (Performing &amp; Visual)</td>
<td>- Lack of assessment of existing programs</td>
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<td>- Diverse mix of cultural institutions</td>
<td>- Curricular structure not flexible enough across university</td>
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<td>- Huge Maker community (DIY)</td>
<td>- Convention view of partnerships</td>
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<td>- Ties (faculty) to Philadelphia</td>
<td>- Not visitor friendly campus – accessibility and spaces</td>
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<td>- Value of collaboration</td>
<td>- Don’t know partnerships we already have</td>
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<td>- Small city (walkable)</td>
<td>- NO Central place for collaborations (space &amp; office) *</td>
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<td>- Philly celebrates the arts</td>
<td>- Lack of communication and visibility (no documentation, vid &amp; audio, social media)</td>
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<td>- Amazing exhibitions and performances</td>
<td>- Lack of encouragement for students to be better art “citizens”</td>
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<td>- Leaders in the field as faculty and Alumni</td>
<td>- Programs different values</td>
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<td>- Well places around the city (Faculty and Alumni)</td>
<td>- Institution does not collaborate well with own faculty (communication)</td>
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<td></td>
<td>- No support for students / faculty work outside of university</td>
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<tr>
<td>- Changing gallery / Creative industry</td>
<td>- Lack of Art Marker + creative</td>
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<td>- Robust internship opportunities *</td>
<td>- Industry</td>
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<tr>
<td>- Networking with multiple programs</td>
<td>- Other universities have a bigger name</td>
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<tr>
<td>- Business development office – Center for Engagement? *</td>
<td>- Lack of governmental support (city)</td>
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<td>- Reciprocal relationships (beyond usual suspects)</td>
<td>- Don’t want to leave comfort zone*</td>
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<td>- Change expectation of opportunities to interact on campus / off campus</td>
<td>- Economic means for experiences*</td>
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<td>- Cross-discipline and Philly based experiences*</td>
<td>- Philly does not “value” the arts</td>
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<tr>
<td>- Curriculum to be better art citizen*</td>
<td>- Other groups have better marketing and social media</td>
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<td>- Get our work out to the community – community engagement</td>
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<td>- Diversity of way to participate</td>
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### NOTES AND IDEAS

- Collaboration
  - Teamwork
    - Furthering all participants knowledge & capabilities
    - Enhancing relationships and benefit all
    - Context for thinking outside of the box
    - Gain insight outside of organization
    - Demonstrate on both sides: UArts ↔ Philly
  - Partnership
# Goal F: Tell our story effectively

## Strengths
- Longevity of University
- Authenticity
- Only Arts – Only university with all of these disciplines
- Creating people who think differently*
- Excellent Faculty*
- Class size
- Artist/Leaders who come from here

## Weaknesses
- Internal communication*
  - Student not as well informed of opportunities
- Scheduling doesn’t permit the crossover of disciplines (Grid)
- Decline of # of young people regionally
- Don’t leverage location
- Inability to communicate
- Low profile
- Website*

## Opportunities
- Website
- Grid that allows student to cross over through multiple programs as they wish*
- Strengthen internal communication
- Expanding reach of applicants
- Alumni / Alumni Portal / Build community – connect students with alumni
- Faculty accomplishments
- Better channels to deliver accomplishments → internally, externally
- Leveraging location
- Greater awareness → regionally and nationally

## Threats
- Website
- Low profile
- Wasted opportunities
  - Telling accomplishments
- Inefficient outward communication*

## NOTES AND IDEAS
- Audience – What would attract them?
  - 16 year olds
  - Artists
  - Guidance Counselors
  - Parents
  - Advisors
  - Studio owners / Dance Co → “Employers” and Industry
  - Educators /Faculty /HS Teachers
  - Regional Arts Community
  - Civic Leaders
  - Potential Teachers / Faculty
  - Donors
  - Internal – Faculty, Staff, Students,
- *Attract – Frame – Impart*

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*Attract – Frame – Impart*
• Brand House

The Place of Choice

- Position
  - Promise
  - Reasons to believe
  - Values

- Excellent Faculty
- Philly Location

• Home base
  - Respect for Individual + Nurturing Community
  - Personal Attention
  - Risk, Voice, Competition, Nurture
  - WE give our students the tools to excel