Goal A: Cultivating an exceptional creative community(ies)

Strengths	Weaknesses
o People come to study art making o Students are "open hearted? Mavericks" o Students are brave o Community embedded in the city (both ways) o Size, Scale o Student feeling seen and heard o "Cultivation" happens here → Growth happens o Student/Teacher Conditions (we all come here to learn more). Is this true across institution? o Not focused on result→ process over product o Trust o Keeping up with rate of change in particular ways o Faculty working Artists	o **Do not have continuity – in space, definitions *** o **Inconstancy in defining curriculum *** o Students come for a specific school not the university o Holistic – defining the University o Not enough support for cultivation o The Grid o **Communication: Lack of infrastructure→ownership and understanding→ lack of consistency *** o Too many systems → over and under o No "breathing room" → need to create space o Open house → needs more continuity, open door? o Lack of assessment o Hospitality o Trust o More support for faculty to be in the world o Contradictions - in language, institution o Inflexibility
Opportunities	**Threats**
o **Study Hall FOR EVERYONE – create space for collaboration, interdisciplinary, create shared experiences * place to come together in curiosity*** o **Research and Communication → what does research mean here? *** o Art Alliance o Provide opportunities for faculty to model o Students not to be students but also the teacher o Immersive open house experience (change the name, change how we think about it) o Entire community is creative o Having students take classes when they visit o Seeing culture change o Use of visiting Artist/Residencies (short courses?) o UArts Day	o The idea that Arts done matter o ROI score card o Scheduling o **Student Debt*** o Inconsistencies in bureaucracy o Unseen possibilities o **Facilities management *** o **Outward facing communication*** (is this part of telling our story?) o Lack of data to inform decisions o Lack of time o Constant change o 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
    - o What defines rigor in our context?
    - o Agency
    - o Creativity?
    - o Curiosity
- Student attributes vs. what we provide (circumstances, environment)
    - o Student brings vs. have
- Opportunities for : Self define relationships, _living laboratories_ "space in between"
- Words to explore:
    - o Hybridity
    - o Collaboration

- o   Disciplinary – Cross, Inter, intra, trans
- o   Continuity
- o   Agency
- Define Professional Development
  - o   Continuity
  - o   Time and Space
  - o   Connecting to disciplines out of UArts and bringing experiences back
  - o   Sharing with other institutions /partnerships
  - o   Radical Reciprocity

Goal B: Create a university that is relevant and diverse

Strengths	Weaknesses
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	**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	Threats
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**	**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

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

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:
  - Overwhelmed with differed maintenance
    - Facilities
    - Salaries → other duties assigned
  - **Black hole of facilities management ***
  - Differed maintenance of what we can afford
  - General condition of physical plant
  - Lack of support, leads to work arounds, which supports silos – overall university goal support
  - No consolidated systems, not centralized, a system of truth
  - HVAC and Plumbing
- Tech:
  - Refresh plan for Tech
  - Software upgrades / relevance for future use
  - Staying current
  - Using newest product?
    - Customizations – How much?
  - Comprehensive plan – review plan
  - Culture impacting technology integration
  - Inefficient / insecure
- Initiatives:
  - Information hub/authority
  - Location for source of truth, portal?, email, policy

Goal D: Forge a thriving business model

Strengths	Weaknesses

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

Opportunities	Threats

o **Inclusion (LGBTQ + Learning difference***
o **International students**
o **Transfer students**
o **New/enhanced Audiences**
o Appropriate modalities of learning
o Defining value of arts education
o **Integrate professional practices**
   • **Internships**
	o 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?
  - o Less competitive
  - o 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
  - o Learning differences
  - o LGBTQ

Goal E: Deepen our collaborations with Philadelphia

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

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	Weaknesses
o Longevity of University o Authenticity o Only Arts – Only university with all of these disciplines o **Creating people who think differently*** o **Excellent Faculty*** o Class size o Artist/ Leaders who come from here	o **Internal communication*** • Student not as well information of opportunities o Scheduling doesn't permit the crossover of disciplines (Grid) o Decline of # of young people regionally o Don't leverage location o Inability to communicate o Low profile o **Website***
Opportunities	**Threats**
o Website o **Grid that allows student to cross over through multiple programs as they wish*** o **Strengthen internal communication** o Expanding reach of applicants o Alumni / Alumni Portal / Build community – connect students with alumni o Faculty accomplishments o Better channels to deliver accomplishments→ internally, externally o Leveraging location o Greater awareness → regionally and nationally	o Website o Low profile o Wasted opportunities • Telling accomplishments o **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*

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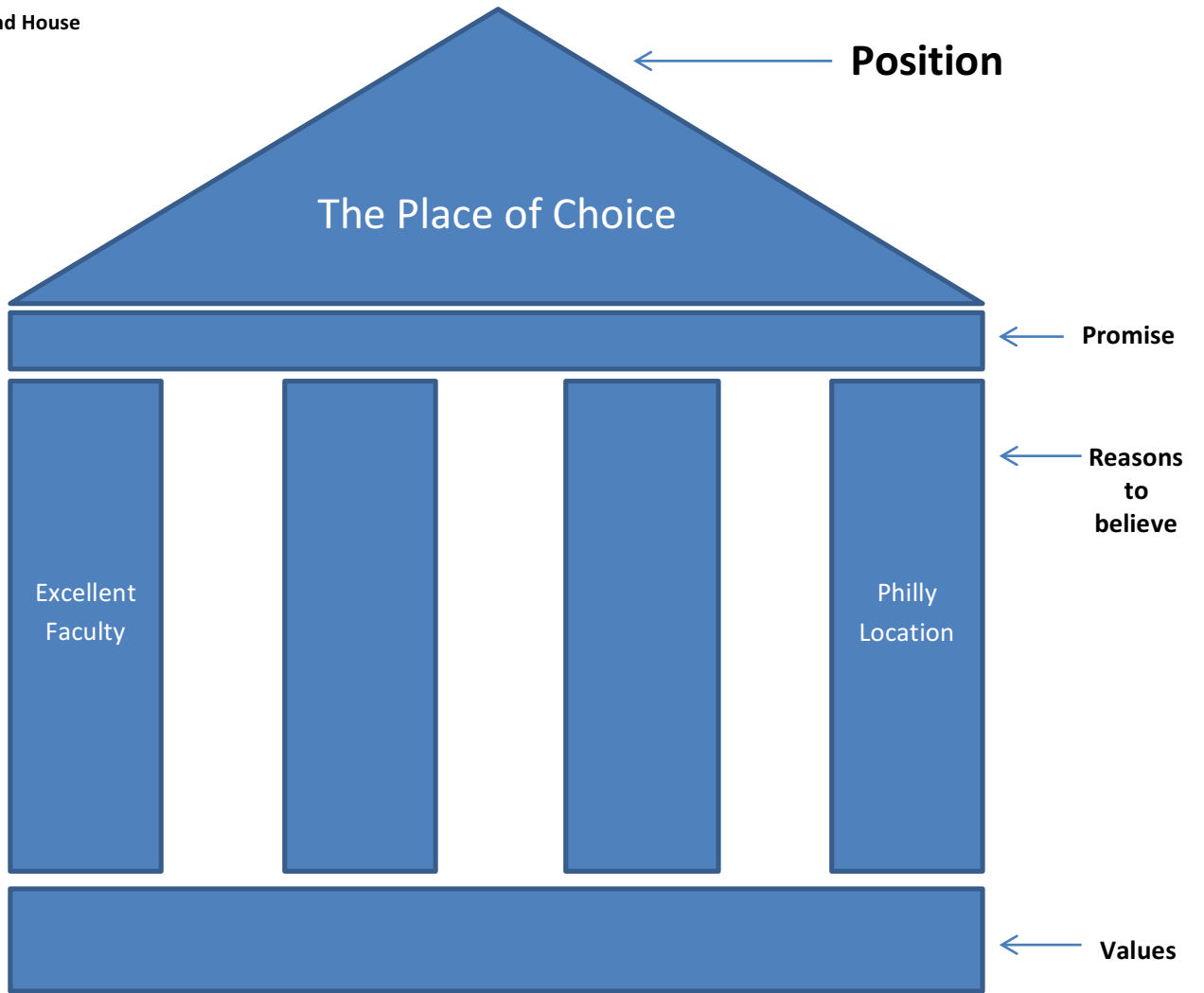
- Home base
  - Respect for Individual + Nurturing Community
  - Personal Attention
  - Risk, Voice, Competition, Nurture
  - WE give our students the tools to excel