College of Arts & Media
Dean’s Message
13 December 2017
13 December 2017

Dear Faculty and Staff Colleagues,

I have heard (from faculty) that the Dean’s messages could be more effective with imagery. Here is a deck to report out on the end of the semester.

Laurence D. Kaptain, DMA and FRSA
Dean, College of Arts & Media--University of Colorado Denver

Blog: camdean.org
Twitter: @LKaptain

Visit the NXT STG Gallery
Visit the Emmanuel Gallery
CAM Mission, Vision and Values expressed through a master strategic illustrator via Alchemy Strategy Group
This is a visual representation of the mission, vision and values of the College of Arts & Media. All of the text on this image has been created by the faculty, students, staff, and community partners of CAM (between 2015-2017). This strategic mapping is representational and not intended to be a work of “fine art.” It is meant for internal use by CU Denver. The Chancellor’s Leadership Team and University Communications have also commissioned this type of strategic illustration / values mapping.

Alchemy Strategy Group created this based on 10 months of work. Alchemy is a women-owned strategy, consulting and executive coaching firm with headquarters in Denver, Colorado and associates and contract facilitators working throughout the United States and Europe.

Alchemy’s vision is to make a profound, sustainable difference in the world through innovative work and connection. The firm realizes this vision by providing clients with exceptional, lasting and transformative professional experiences that deliver the desired organizational results. The process experts use skilled facilitation, guided strategy, action learning, innovative engagement processes, art, and coaching to spark innovation, inspire and align performance and accelerate overall organizational objectives.
## Major changes

- Reduced the size of the Dean’s staff.
- Established Strategic Initiatives for CAM.
- Established Strategic Priorities for the three departments.
- Working toward combining those into a strategic plan.
- Hired a Marketing/Communications Director (after 4 months without one).
- Signed a Memorandum of Understanding with Inworks.
- Strengthened and reaffirmed relationship with City of Denver Arts & Venues for NXT STG Gallery.
- Preparing for a New Budget Model that provides incentives for increasing enrollments and attracting new funding. Live July 1.
- Using SNAAP Data to improve academic, creative, and cultural areas in CAM. Many CAM Alumni responded—especially recent alumni.
Consultants
Beth Herman, Nov 2014 & Jan 2015
Stacy Sopcich, Aug 2015
Mark Carneal, Feb-Sept 2017
Lois Todd, Jan-Nov 2017
Recommendations from 4 sets of consultants 2012-2017

2012: More fund raising, build reputation, less micromanaging from the Dean’s Office

2015: More/better facilities, build reputation, increase student scholarships

2017: More management/leadership from Dean’s Office to Departments, make Dean’s Office smaller, more and better meetings
Strategic thinking, planning and alignment

- All faculty and staff led by Executive Committee.

- Transparency and information flow down
  - Dean, Asso Dean, 3 Chairs, Assis Dean, HR, Marketing. Dean is on Twitter, has a blog, Facebook, LinkedIn. Project management system—Monday (formerly dapulse).

- Internal communications and messaging
  - Hired Marketing Director (Alice Crogan).

- Current meetings, working groups and committees
  - Reaffirming the value and voice of effective and efficient meetings, and continued efficacy of working groups and committees.
CAM is talent rich and in need of more strategic direction

CAM has 5 strategic initiatives and each department has strategic priorities. Strategy and direction are ready to activate.

- CAM should be an atmosphere of abundance . . . we can . . . versus of scarcity . . . we can’t

With increased enrollments, new budget model will provide additional resources.

- CAM has many things going for it and this should be messaged heavily

- Hired Marketing Director (Alice Crogan).

- CAM can benefit from being a sum versus the 3 department areas (Parts)

- Departments can increase rankings—collaborate across the college (SNAAP results provide a template).

- College Issues/Concerns not so much about culture as about “strategy” and “direction”.

Direction—address SNAAP results, CAM has 5 strategic initiatives and each department has strategic priorities. Strategy and direction are ready to activate.
Leadership should provide more internal focus.

- Dean spending more time in office—less fund raising, community relations and recruiting coordination.

- Reorganize the functions and staff in the office of the Dean to increase effectiveness, efficiency and support for the faculty and the College.

- Eliminated Assistant Dean position, added responsibility to Dean’s Exec Assistant, Assistant Dean, Outreach & Engagement Coordinator, and HR Director. Less outreach and marketing.

- Develop and implement a strategic plan with an annual and multiyear focus.

- Developed 5 College Strategic Initiatives, each department generated 5 priorities. Will assign dates for assessment of progress.

- Develop the plan in an approach of bottom up and top down, joined in the middle due to the uniqueness of the College.

- In process—and including acting on SNAAP Survey.
Recommendations—Mark Carneal

- Increase the administrative support for each department area. Chairs and faculty could benefit significantly.
  - With increased enrollments—can do more under new budget model.
- Create and implement an effective and efficient operating rhythm for College operations.
  - New meeting structure created by leadership team and consultant.
- Improve the communications, messaging and branding internally.
  - Hired Marketing Director (Alice Crogan).
- Increase transparency, collaboration and shared governance.
  - Academic working group no longer meets. CAM Committees continue to shape and advise.
Unintended consequences of office reorganization:

- Less community outreach
- Drop in applications

New budget model depends largely on increased enrollments
WELCOME FROM THE DEAN

Greetings from the College of Arts & Media (CAM) at the University of Colorado Denver!

Not only is our unit Colorado’s first arts and entertainment college—but we are also one of the few public institutions nationally to be offering programs at the intersection of arts, technology, and commerce. It’s at that location that our art changes lives.

It has only been within the past 20 years that significant research has illuminated new career paths for prospective students and their parents to consider. Please read the following sentences from Steven J. Tepper and Elizabeth Long Lingo (formerly of Vanderbilt’s Curb Center for Art, Enterprise & Public Policy),

“Artists need to be masters of navigating across historically disparate domains, for example, specialization and generalist skills, autonomy and social engagement, the economy’s periphery and the core, precarious employment and self-directed entrepreneurialism, and large metro centers and regional art markets.”

That is what CAM is all about. Our faculty has high expectations for our students—and in that regard, a core belief we all share is the importance of assuring that young artist, designers and scholars have the tools to form their own creative identity. They will then be able to establish their role in the new contingent economy by leveraging entrepreneurship and enterprise for their success as artist citizens.
In fall 2016, Chancellor Dorothy Horrell established five priorities to guide CU Denver's ongoing success:

- Elevate student success.
- Advance excellence and innovation in teaching, research and creative work.
- Strengthen our position as a vital community asset.
- Create a more cohesive, collaborative and inclusive CU Denver culture.
- Achieve long-term financial stability and sustainability.
### Chancellor Horrell’s 5 Priorities

- **Elevate student success.**
- **Advance excellence and innovation in teaching, research and creative work.**
- **Strengthen our position as a vital community asset.**
- **Create a more cohesive, collaborative and inclusive CU Denver culture.**
- **Achieve long-term financial stability and sustainability.**

### CAM’s 5 Initiatives

- **Deliver an outstanding educational and creative student experience.**
- **Embed entrepreneurship across the College of Arts & Media.**
- **Support relevant research in the creative industries.**
- **Advance CU in the City through CAM communication and branding.**
- **Improve financial strength of CAM.**
CAM's Project Management System (speak with Shannon Squires to obtain access)
## Determination of CAM Strategic Initiatives

<table>
<thead>
<tr>
<th>Year</th>
<th>Initiative</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012</td>
<td>CAM Culture Report</td>
</tr>
<tr>
<td>2015</td>
<td>CAM All-Day Retreat with outside Facilitator + Half-Day CAM Retreat with Branding Specialist</td>
</tr>
<tr>
<td>2017</td>
<td>Innovative Resource Consulting Group 46 Interviews with faculty, staff &amp; students Dean has 65 hours of meetings + Strategic Planning with Lois Todd</td>
</tr>
</tbody>
</table>
Proposed 5 strategic initiatives of CAM:

a) Deliver an outstanding educational and creative student experience.
b) Embed entrepreneurship across the College of Arts & Media.
c) Support relevant research in the creative industries.
d) Advance CU in the City through CAM communication and branding.
e) Improve financial strength of CAM.

***Develop and implement a CAM strategic plan that incorporates the above recommendations.
1. Consider and evaluate the current accreditation in relation to department development and goals.

2. Create a signature asset for the department, College, and University.

3. Move the Music and Entertainment Industry Studies Department from a regional focus to more of a national and global program.

4. The faculty and chair should develop a joint vision that creates a unique and innovative department that addresses future issues and opportunities.

5. Develop and implement a MEIS strategic plan that incorporates the above recommendations.
STRATEGIC PRIORITIES
TFVP
2017-2018

1. Work with Dean and Associate Dean to implement name change.

2. Find a location for remaining costumes and props.

3. Continue generating large SCH through core Theatre classes, Horror Film, Fundamentals of Film and TV.

4. Build further relationships with TV and Film outlets and production companies in Denver. Includes airing student film, Denver Film Festival partnership, Denver Silent Film partnership, internships, TFVP events, to name a few.

5. Through KCAC amendment Film/TV continues to use King Center Space for creative activity.
Strategic Priorities
VA
2017-2018

1. Identify existing entrepreneurial actives/classes and aspects that can be enhanced or created.

2. Create and implement a marking and branding plan for the department.

3. If favorable in the new budget model, expand university core offerings and move the scheduling and staffing responsibilities of these classes under the Chair.

4. To increase VA area enrollments and recruitment efforts, work with the college and university to leverage VA classes in existing and new campus and city recruitment, retention and outreach efforts.

5. If favorable in the new budget model, identify departmental growth potential areas in the that can be used to subsidize slower growing areas. Also, develop and implement a funding strategy for these initiatives including moving the DAC back to a D2 program.

6. Develop and implement a VA strategic plan incorporating the above recommendations.
First CAM Faculty and Staff Meeting

Wednesday, January 10, 2018
10:00-Noon

Tivoli Community Theatre