**NMSU Department of Theatre Arts**

**LEADS 2025**

**Strategic Plan**

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Academic Department Head: Wil Kilroy

Faculty: Larissa Lury, Claudia Waldrip Billings, Nichole Hamilton, Deborah Brunson, Jim Billings

 Visiting Instructor: Lisa Hermanson

 Professional Staff: Michael Wise, Jim Wilkinson, Tamara Carruthers, David Hereford, Jim Jaworski

Administrative Staff: Yoli Bacon, Vena Cumy Gower

**NMSU Mission:**

The mission of the New Mexico State University system is to serve the diverse needs of the state through comprehensive programs of education, research, extension and outreach, and public service. As the state’s land-grant and space-grant university, and as a Hispanic-Serving Institution, NMSU fosters learning, inquiry, diversity and inclusion, social mobility, and service to the broader community.

**NMSU Vision**

By 2025, the NMSU system will excel in student success and social mobility for our diverse student populations, achieve the highest Carnegie research status (R1), and maintain our Carnegie Community Engagement classification.

NMSU Theatre Arts Department Mission: NMSU Theatre supports New Mexico State University and its College of Arts and Sciences by providing quality education and enriching culture and diversity through scholarship and creative activities. We promote social mobility and leadership skills, supporting life-long discovery and the creation of thoughtful, responsible and passionate citizens through a broad-based, liberal arts education that combines courses in theatre performance, history, literature, theory, design, and technical production.  The department serves as a major cultural outreach asset to the campus and community through its affiliation with the American Southwest Theatre Company.

NMSU Theatre Arts Department Vision: By 2025, NMSU Theatre will be a widely-recognized leader in the arts by our community, state and region, by providing high quality education and public productions.

**VALUES STATEMENT**
NMSU Theatre values learning and knowledge, diversity, respect, collaboration, leadership, outreach, integration of theory and practice, new theatrical works, and rigor and commitment.

**Department Tag line: “Where Boldness and Creativity Collide”**

NMSU Leads Goal 1: Enhance Student Success and Social Mobility

NMSU Leads Goal 2: Elevate Research and Creativity

NMSU Leads Goal 3: Amplify Extension and Outreach

NMSU Leads Goal 4: Build a Robust University System

**NMSU Theatre Arts Goal 1: Enhance Student Success and Social Mobility**

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| Objective | Title |
| 1.1 | Maintain a strong departmental learning community |
| 1.2 | Mentor the academic choices of our students |
| 1.3 | Mentor students journey into the theatre profession |
| 1.4 | Maintain opportunities experiential learning |
| 1.5 | Provide information from successful professionals |
| 1.6 | Create a department policy manual for students, faculty, staff |
| 1.7 | Choose productions and classroom material that strengthens equity, diversity and inclusion |

Goal 1 Actions

Objective 1.1:

1. Maintain Theatre Workshop Course and allow the involvement of all faculty/staff

2. Utilize the departmental listserv for theatre majors and minors in order to communicate

3. Collaborate with colleagues on cross-course curriculum which will include Collaborative Theatre-Making with the Department of Art and Acting for TV and Film with CMI

 4. Provide opportunities for student experiential learning with faculty/staff mentorship

Objective 1.2:

1. Make schedule announcements to all students via Theatre Workshop class 2. Support schedule announcements via the student listserv 3. Faculty and Professional Staff will meet with individual students in addition to their central advisor as needed and for areas of student concentration

Objective 1.3:

1. Connect classwork to the needs of the professions
2. Maintain Senior Seminar class so that students create the tools needed to transition to their chosen career
3. Continue to welcome students during office hours and other times of interaction for personalized mentorship
4. Provide networking resources in order to foster professional opportunities and/or graduate school connections

Objective 1.4:

1. Maintain 4-5 public productions per year
2. Continue practicum classes that allow for experiential learning
3. Mentor students utilizing independent studies to provide more detailed learning

Objective 1.5:

1. Maintain connections with successful members of the profession
2. Invite professional guests to campus
3. Work with the American Southwest Theatre Company board members to find funding for guest artists supporting our program
4. Continue the High Desert Play Development Workshop in order to bring professional writers into our program to directly interact with students

Objective 1.6:

1. Create a committee to work on departmental policies
2. Create a policy manual for students, faculty, staff – including information from all stakeholders as an easily accessible guide to protocol

Objective 1.7:

1. Maintain a production selection committee that considers our diverse population of students when choosing a season
2. Actively maintain a “safe space” in classes for all to feel free to express their individuality

Goal 1 KPIs

1. Student Awareness of Auditions, Events, Course Offerings 2. Collaboration with colleagues on course content 3. Maintaining an active and diverse production season with a goal of equity and inclusion regarding material choice and casting 4. Communicate the purposes of student work and the relationship to future career opportunities 5. Guest artists on campus 6. High Desert Play Development Workshop on campus 7. Faculty/staff contributions to a departmental policy manual
2. Provide out-of-class coaching for students, and mentor their black box theatre productions
3. Maintain Artsearch subscription to allow students to apply for internships and jobs after graduation
4. Mentor students in their choices of internships and job opportunities

Goal 1: Leading Indicators

* Attendance at departmental auditions
* Posted and advertised office hours for all faculty
* Student involvement in management of productions
* Student involvement with technical support of productions
* Students active with the Creative Student Theatre Company
* Students efficiently working through the major via effective course scheduling
* Students applying for and achieving internships and jobs in the field
* Students participating in leadership roles in the public production season
* Course syllabi reflecting coordination amidst faculty
* Completion and distribution of a department policy manual
* Production season which supports student learning and provides a variety of experiential opportunities
* Student awareness of how they may utilize their academic work and experiences to transition into the professional marketplace
* Guests from the profession providing information sessions and hands-on learning with our students
* Successfully securing funding for guest artists from the non-profit American Southwest Theatre Company organization
* Bi-annually presenting staged readings of newer plays with the playwright in residence on campus

**NMSU Theatre Arts Goal 2: Elevate Research and Creativity**

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| Objective | Title |
| 2.1 | Maintain quality production season |
| 2.2 | Mentor students in their chosen areas of scholarship/creative activity |
| 2.3 | Faculty participation in regional/national organizations and events |
| 2.4 | Collaborate within the department and nationally/internationally on scholarly (written) and creative projects |
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Goal 2 Actions

Objective 2.1:

1. Thoughtfully determine each production season in order to foster creativity
2. Manage all production elements in order to produce the highest quality
3. Successfully utilize financial, and stock resources to support creativity
4. Create a survey to send to season ticket holders to help determine choice of productions that would best serve our community

Objective 2.2

1. Faculty and staff directly monitoring student work on productions
2. Faculty and staff mentoring individual student work on each production
3. Faculty and staff working outside of classes to promote student work

Objective 2.3

1. Faculty and staff involvement with national conferences
2. Faculty and staff participating in regional/national events in the field
3. Faculty/staff nurture relationships with theatre organizations and professionals in the field

Objective 2.4

1. Maintain weekly production meetings for each public show
2. Role model positive collaboration for students
3. Maintain various meetings in order that productions come together smoothly
4. Faculty and professional staff utilize their areas of expertise to contribute their creative activity to the public production schedule

Goal 2 KPIs

1. A season of high-quality productions presented to the public
2. Students having a high level of involvement in productions
3. Faculty/staff working in unison to create high quality productions
4. Faculty/staff pursuing professional development as evidence by attendance at workshops/conferences both locally – NMSU Teaching Academy and nationally
5. Faculty/staff pursuing opportunities to present their scholarship/creative activity on a regional and national level
6. Create a survey to gather audience feedback

Goal 2: Leading Indicators

* Positive audience feedback on productions
* Increased ticket sales for productions
* Positive journalistic reviews of productions
* Positive feedback from students on their creative work for productions
* Strong communication amidst faculty/staff for production work
* Publication by faculty
* National presentations by faculty
* Attendance by faculty/staff at professional development presentations
* Audience survey developed and distributed annually

**NMSU Theatre Arts Goal 3: Amplify Extension and Outreach**

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| Objective | Title |
| 3.1 | Connect to K-12 students locally |
| 3.2 | Be a resource for other theatre programs |
| 3.3 | Utilize professional skills working in the community |
| 3.4 | Bring community members onto campus |
| 3.5 | Connect to local and campus community |
| 3.6 | Bi-annual production specifically for youth |

Goal 3 Actions

Objective 3.1:

1. Faculty/staff present at local schools
2. Encourage students to visit local schools
3. Welcome schools to the ASNMSU Center for Arts for tours/workshops

Objective 3:2

1. Communicate faculty/staff/student availability as resources for outside programs so school visits may be arranged
2. Welcome questions and calls for assistance

Objective 3.3

1. Discover opportunities to share expertise in the community
2. Communicate availability of faculty/staff to contribute within the community

Objective 3.4

1. Invite schools to tour the ASNMSU Center for the Arts
2. Invite high school students to attend production preview nights free of charge
3. Invite high school students to attend any performance at a reduced rate
4. Offer to host high school theatre events on campus

Objective 3.5

1. Facilitate talk-backs for public productions
2. Invite campus experts to participate in public talk
3. Invite the cast/crew to participate in public talk

Objective 3.6

1. Bi-annually present a production for youth
2. Connect with young members of the community and their teachers
3. Build a future audience/students via this production

Goal 3 KPIs

1. Faculty/staff interaction with local schools
2. Mentoring of students to visit local schools, particularly if they are alums
3. K-12 students coming to campus for theatre arts events
4. Faculty/staff using their professional expertise in the community which may include working with the local theatres, performing, directing or consulting
5. Faculty/staff/community members participating in post-production talks
6. Production mounted aimed at youth bi-annually

Goal 3: Leading Indicators

* Faculty/staff presentations at local schools
* Student representatives visiting local schools
* K-12 student attendance at tours and events at the ASNMSU Center for the Arts
* Hosting the community group, *The Beloved Community*, at the ASNMSU Center for the Arts, which is a program for otherly-abled youth and adults in Las Cruces
* Hosting the High Desert High School Theatre Festival or other related functions\
* Faculty/staff working on community theatre productions or related projects
* Faculty/staff and campus/community colleagues contributing to post-production talks
* Production offered for free bi-annually to local schools, as well as public performances

**NMSU Theatre Arts Goal 4: Build a Robust Department**

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| Objective | Title |
| 4.1 | Recruit students to join the NMSU Theatre Program |
| 4.2 | Retain current students |
| 4.3 | Maintain fiscal responsibility within the program |
| 4.4 | Advocate for addition resources whenever possible |
| 4.5 | Advocate for Acting for Non-Majors to join Gen Ed options |
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Goal 4 Actions

Objective 4.1:

1. Investigate opportunities to interact at high school theatre events
2. Email/mail information to students interested in the program
3. Invite current students to relay program attributes to high schools

Objective 4.2:

1. Maintain an active learning community via workshop class
2. Encourage student participation on productions
3. Mentor students whenever possible to support their academic success
4. Offer the most varied program possible to retain student interest and involvement

Objective 4.3:

1. Carefully plan utilization of available budget
2. Fundraise annually via the November Giving Tuesday campaign
3. Produce marketing materials that easily provide a donation option
4. Maintain a giving option on the department website
5. Work with the non-profit American Southwest Theatre Company to raise funds that support students and the program

Objective 4.4:

1. Apply for all funding opportunities that may arise – from internal equipment money to outside resources
2. Communicate needs to the board members of the American Southwest Theatre Company to upgrade the quality of productions and for student experiences such as professional travel
3. Advocate for faculty/staff positions as needed to enhance the program

Objective 4.5:

1. Complete application for THTR 105, Acting for Non-Majors, to be counted as a General Education course

Goal 4 KPIs

1. Respond to student requests for program information
2. Encourage student attendance at NMSU events via Facebook, Instagram, Campus Digital Signage posts
3. Marketing materials available to mail/email
4. Students retained in the NMSU theatre program
5. Department budgets carefully managed
6. Applications for internal/external funding researched/discovered
7. Complete application for THTR 105 to be a Gen Ed course

Goal 4: Leading Indicators

* Increased enrollment in the NMSU Theatre Arts major and minor
* Department marketing materials sent to potential students
* Current students advocating for the program with their previous institutions
* Higher retention rate of current students
* Revenue and expenses within the department balanced and supporting the program
* Donations obtained during Giving Tuesday
* Funds raised by the American Southwest Theatre Company and used for both productions and direct student support
* Applications for internal and external funding submitted
* Application for THTR 105 to become a Gen Ed course submitted