

College of Arts & Media

SHSU Strategy in Action
FY 2027 Planning and Budget Presentation

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College of Arts & Media

Academic/Division Departments

- Department of Art
- Department of Dance
- Department of Mass Communication
- School of Music
- Department of Theatre & Musical Theatre

Centers

- Center for Early Music Education
- Center for Music Education
- Center for Art, Research, and Education

Part 1 – Execution Accountability

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FY25 Funded Initiative Outcomes

Initiative	Original Allocation Overview	Implementation Status	Measurable Outcomes / Early Indicators	Next Steps	Strategic Alignment
Dan Rather Phase 2 Renovation	<ul style="list-style-type: none"> • \$225,000 HEF investment to renovate DRCB space into centralized departmental office suite • Designed to improve staff operations, collaboration, and space utilization 	Renovation completed in FY 2025	<ul style="list-style-type: none"> • Improved staff coordination and workflow efficiency through centralized operations • Increased availability of functional meeting and collaboration space • Enhanced utilization of existing building footprint 	Evaluate future classroom renovations to bring spaces closer to industry standards and better support experiential learning	<ul style="list-style-type: none"> • Process Alignment • Operational Efficiency • Student Support • Academic Program Support

FY25 Keep–Stop–Start (KSS) Initiative Progress

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Initiative Area	Key Accomplishments	Status	Evidence of Impact	Strategic Plan Alignment
KEEP – Summer Programming	<ul style="list-style-type: none"> Delivered music, dance, and art summer camps Mass Comm camps in development 	Completed / Ongoing	Increased visibility with more than 700 prospective students/yr while creating opportunities for community engagement and applied student learning	<ul style="list-style-type: none"> Student Success Reputation and Visibility Service to the State and Beyond
KEEP – Flexible Instruction Models	<ul style="list-style-type: none"> Increased flexibility of course delivery to support student progression 	Ongoing	Better positioned CAM for graduate enrollment, but in some disciplines, students clearly preferred and asked for more face-to-face instruction	<ul style="list-style-type: none"> Academic Agility Student Success Enrollment Growth and Access
STOP – Free Access to Events	<ul style="list-style-type: none"> Implemented revised ticket structure 	Completed	Established a financially stable revenue model and framework for directing production revenue to CAM	<ul style="list-style-type: none"> Agility (Revenue Generation, Resource Optimization)
STOP – Catering/Non-Strategic Spending	<ul style="list-style-type: none"> Reduced non-essential catering and event-related spending Reallocated funds to student-focused priorities 	Completed	Cost savings better aligned spending with enrollment, retention, and student success efforts	<ul style="list-style-type: none"> Student Success Resource Alignment
STOP – Printing and mailing digital transition	<ul style="list-style-type: none"> Transitioned CAM Magazine to a primarily digital format with limited printed copies for target audiences 	Completed	Reduced printing and mailing costs by \$20,000 while redirecting to enrollment marketing	<ul style="list-style-type: none"> Student Success Resource Alignment
START – SHSU Art Museum/Collection	<ul style="list-style-type: none"> Expanded institutional collections with Murray Smither and Daryl Howard Works 	Ongoing	Increased visibility of the collection through public exhibition and advanced foundational work needed to build a stronger long-term museum and community engagement initiative.	<ul style="list-style-type: none"> Academic Excellence Community Engagement Reputation and Visibility

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FY26 Funded Initiative Outcomes

Initiative	Original Allocation Overview	Implementation Status	Measurable Outcomes / Early Indicators	Next Steps	Strategic Alignment
Dance Theater Floor Replacement	\$85,000 - HEF funding to replace sprung floor in the dance theater.	Completed Fall 2026	<ul style="list-style-type: none"> Resolved safety and injury risks Improved the performance and instructional environment 	Evaluate other performance space upgrades to support program growth	<ul style="list-style-type: none"> Student Success Retention Academic Quality
Mass Communication – Field Production Equipment	\$77,609 - HEF funding to modernize field equipment for instructional use	In progress (Procurement underway)	<ul style="list-style-type: none"> Improved access to industry standard equipment in courses Expanded workforce preparation capabilities 	Complete equipment purchases by end of fiscal year.	<ul style="list-style-type: none"> Academic Quality Student Success Workforce Readiness

FY26 Keep–Stop–Start (KSS) Initiative Progress

College of Arts & Media

Initiative Area	Key Accomplishments	Status	Evidence of Impact	Strategic Plan Alignment
KEEP – Summer Programming	<ul style="list-style-type: none"> Delivered music, dance, and art summer camps Mass Comm camps in development 	Completed / Ongoing	Increased visibility with more than 700 prospective students/yr while creating opportunities for community engagement and applied student learning	<ul style="list-style-type: none"> Student Success Reputation and Visibility Service to the State and Beyond
KEEP – Flexible Instruction Models	<ul style="list-style-type: none"> Increased flexibility of course delivery to support student progression 	Ongoing	Better positioned CAM for graduate enrollment, but in some disciplines, students clearly preferred and asked for more face-to-face instruction	<ul style="list-style-type: none"> Academic Agility Student Success Enrollment Growth and Access
KEEP – Advancement Partnership	<ul style="list-style-type: none"> Launched CAM Community Advisory Board Advancement-led outreach strategy resulted in meetings with alumni nationwide 	Ongoing	Strengthened donor engagement pipeline and created foundation for long-term support of CAM academic programs	<ul style="list-style-type: none"> Student Success Advancement
KEEP – Recruitment Partnerships and Funnel Tracking	<ul style="list-style-type: none"> Implemented Gecko forms and dashboard tracking for Major for a Day experiences Auditions/portfolio reviews in partnership with Admissions and CAM Marketing 	Ongoing	Improved CAM’s ability to track recruitment activity, measure funnel growth, and assess conversion to enrollment	<ul style="list-style-type: none"> Student Success Enrollment Growth
STOP – Curricular Enrollment Barriers	<ul style="list-style-type: none"> Added sections to remove bottlenecks Eliminated prerequisite barriers 	Ongoing	Improved access for majors, minors, transfer students while creating clearer pathways across degree programs	<ul style="list-style-type: none"> Student Success Resource Alignment
START – Family-Friendly Productions	<ul style="list-style-type: none"> <i>Songs of Transformation</i> scholarship fundraiser Planned 2026-2027 theatre season with stronger community appeal 	Ongoing	Expanded opportunities to draw families, community partners, and prospective students to campus while supporting student scholarships and visibility	<ul style="list-style-type: none"> Community Engagement Reputation and Visibility

Part 2 – Strategic Resource Alignment (*Budget Requests*)

FY27 Operational Enhancements

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Priority	Proposal	What the Investment Enables	Why Needed Now	Expected Outcomes / Institutional Impact	Strategic Alignment
1	Genie GR-20 Vertical Lift \$20,000	Safe maintenance of studio lighting infrastructure in the DRCB	Students, faculty, and staff must maintain and adjust studio lighting that is 20 feet overhead. With broken lift, current work is conducted with extension ladders.	<ul style="list-style-type: none"> • Safe working conditions for students, faculty, and staff • Ability to teach curriculum with appropriate tools 	<ul style="list-style-type: none"> • Student Success • Institutional Reputation • Culture of Excellence
2	Showcase Theatre Equipment Replacement \$85,000	Replacement of 25-year-old sound mixing equipment, loudspeakers, I/O stage boxes, and computer with audio control software	Current failing equipment does not allow full use of the Showcase Theatre for musicals and other sound-enhanced productions.	<ul style="list-style-type: none"> • Ability to stage fully mic'd productions, preparing students for careers • Expand programming to build audiences and reach local communities 	<ul style="list-style-type: none"> • Academic Excellence • Student Success • Institutional Reputation
3	Art and Ceramics Capacity Improvements \$18,000	Replacement of ceramics porch walls to increase storage space for student work and the replacement of a broken kiln	Ceramics required for 700 art majors, but course and section capacity are limited by storage space for drying work. Replacement of the broken kiln is essential to keep up with class demand.	<ul style="list-style-type: none"> • Addition of at least one more section of core ceramics classes • Increased ability to recruit and graduate students on time 	<ul style="list-style-type: none"> • Academic Excellence • Student Success and Access

**Part 3 – Institutional
Listening (*FY27 Ideawake KSS
Submissions*)**

Part 3. Institutional Listening

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Keep

- **External engagement and visibility** efforts, bringing the university and regional community into performances, exhibitions, summer camps, and outreach
 - Increase attendance and ticket revenues by 25%
 - Expand prospective student engagement pipeline
- Build on existing **cross-disciplinary work** while leveraging shared facilities and production infrastructure
 - Execute 5+ significant cross-disciplinary projects in the college that better prepare students for modern arts and media industries
- Fully implement **Faculty Success Model** begun in 2025-2026
 - Launch formal mentorship program in Fall 2026 for all 1st and 2nd year faculty
 - Achieve \$750,000 in grant funding by Fall 2027

Part 3. Institutional Listening

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Stop

- Close or significantly redesign **low-enrolled, low-growth programs**
 - Redesign or consolidate:
 - MFA in Art and Social Practice
 - MFA in Digital Media Production
 - MA in Emerging and Social Media
 - Complete program revisions by Fall 2028 to better align with market demand
- **Inefficient administrative structures** that duplicate effort and create silos
 - Move from 2.5 Associate Dean FTEs to 2 with focus on Student Success and Faculty Success
 - Transition from 5 departments to 3 schools by Fall 2027
 - Reorganize dean's office to focus on
 - Recruitment and enrollment growth
 - Marketing and visibility
 - Retention and student success
 - Alumni and donor engagement

Part 3. Institutional Listening

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Start

- **CAM Center for Student Success** that leverages SHSU's current resources while tailoring services to the unique needs of CAM majors
 - Launch center in Fall 2026
 - 3-year goal to provide an internship or similar experience for every undergraduate student
 - Fall 2026 FTF retention of 82%
 - Fall 2026 continuing retention of 90%
 - 6-year grad rate in originally declared major: 45%
- Launch and expand **high demand academic programs**
 - New degrees:
 - Game design/interactive media
 - Emerging media and immersive design
 - Applied media and cognitive science
 - Revise animation/film/tv with gaming and CS+ options to integrate disciplines and provide additional tracks