The Mission and Vision of the CFPA is currently being revised.

The new leadership at the University and the new initiative in strategic planning at the University level makes this an ideal time for the College of Fine and Performing Arts to revisit our Mission and Vision. The CFPA wants to be sure our Mission and Vision accurately reflect the vibrancy of our College and our passion for Arts, Performance, and Design. We aspire to create a Mission and Vision which celebrate the arts practitioners, scholars, and educators that make up our College and mentor the students who will be shaping the thought and culture of the 21st Century.

We also need to be sure we are clearly communicating why the Arts are critical in today’s society. To this end, we are inspired by research that underlines the changing trends in our disciplines, and the essential social and economic role that the Arts and the creative professions play in our communities.

The new mission statement will address national/international changes in the population of creatives. A 2016 study of trends and conditions affecting U.S. artists suggests:

- The population of artists is growing and diversifying, and norms about who is considered an artist are changing.
- Substantial numbers of artists now work in interdisciplinary and transdisciplinary ways.
- Many artists are finding work as artists in non-arts contexts.
- Artists are pursuing new opportunities to work entrepreneurially (Creativity Connects, Center for Cultural Innovation, NEA, p. 7, 2016).

Regional demographic support for the creative industries allied with arts and design.

According to a 2008 study released by the National Governors Association, Arts and the Economy, “governors increasingly recognize the importance of the creative sector to their states’ economy and ability to compete in the global marketplace.” To wit:

- Creative and new media industries are growing in number and playing increasingly prominent economic and social roles;
- Companies’ decisions about where to locate their businesses often are influenced by factors such as the ready availability of a creative workforce and the quality of life available to employees;
• Arts and culture can play a major role in community development and redevelopment by creating new jobs as well as fostering an environment and amenities that attract talented young workers; and
• Tourism centered on arts and culture can contribute to state and local economic growth by providing a diversified and sustainable means for creating jobs and attracting revenue (p.4).

The greater Seattle area ranks high on all measures of creative activity. For example:

In a 2015 Dun & Bradstreet report commissioned by Americans for the Arts, Seattle (21st in population) had 8.51% of businesses that are arts-related, more than any other top 100 city other than Los Angeles! The same survey showed that in Seattle there are 32.71 arts-related jobs per 1,000 residents, comparable to San Francisco, Washington D.C. and Minneapolis.

Another America for the Arts analysis showed that Washington State was third only to New York and California in producing a greater percentage of creative jobs in the workforce.

A 2014 survey of the top creative cities by Movto Blog: the lighter side of real estate, ranked Seattle 7th in a series of arts/creative criteria, including, for example, music stores and instructors per capita, performing arts per capita and galleries per capita.

Clearly, data indicate that Western Washington University and the College of Fine and Performing Arts is located in a rich, diverse, vibrant and expanding geographic region.

**Strengths**

• The College of Fine and Performing Arts directly engages with our community by creating a continuous stream of events and programming which are accessible to our University community and the community at large (over 300 in AY 2015-16). The excellence of our artistic product enriches the cultural vitality of our University and our region. Many members of our community connect directly to our campus through arts events and activities created by the CFPA. Our faculty and students are also engaging in community arts performances, presentations, and projects throughout Whatcom County and beyond (over 25,000 preK-12 students in the Whatcom County area witnessed one or more CFPA events on and off campus).

• The College of Fine and Performing Arts provides a professional training/education experience for students interested in the creative professions, as well as providing enrichment for the entire student body through the accessibility of our programming and curriculum as they pursue their degrees in a liberal arts environment. (71.7 percent of graduating seniors in 2015-16 reported that they worked with a faculty member on extracurricular projects, enhancing their professional experience.)

• All of our faculty are professionally engaging in their respective fields, are committed to the quality of their teaching, and are dedicated to helping our students achieve success. A recent cadre of new faculty and staff have added additional expertise, energy, and excitement to the College.

• The CFPA classrooms and studios are filled with passionate, committed, and engaged students who are actively taking advantage of the course work, extra- and co-curricular activities, and leadership opportunities provided in the CFPA. Our students benefit from
their experience in the CFPA by achieving placement in competitive graduate programs or internships, by entering directly into the creative professions, and by participating in the creative activities which become the economic generators of their future communities.

- The CFPA’s Public Art Collection is internationally recognized, provides public access to art and sculpture, and attracts tourists to our region.
- The CFPA leads the University in Fundraising and Endowment.
- The CFPA is the only stand-alone public Arts College in Washington State.

Challenges

- Articulating why the arts and design are critical in today’s society.
- The CFPA currently has insufficient marketing and outreach resources to make our events and creative activities known to the University and community.
- There is insufficient staffing for recruitment, alumni outreach, scholarship development, and the creation of programs and relationships which can best connect our students to professional opportunities in the Arts.
- Keeping current with technology in art, performance, and design; there is currently insufficient funding for equipment maintenance and for technical staff for instructional support and technology maintenance.
- There is insufficient space for administrative and faculty offices.
- Resources to maintain and conserve the internationally recognized Public Sculpture Collection.

Opportunities

- Update our facilities and technology to bring our resources on par with our peer institutions.
- Create more faculty lines to create equitable teaching loads and allow for course innovation, cross-discipline collaboration, and globalization.
- Build the Diversity, Inclusion, and Globalization within the College through substantial scholarships, in-state tuition waivers, and additional faculty and staff.
- Secure a greater commitment from the University to improve our communication & outreach to bring the community to our campus, and our creative and scholarly life into the community.
- Redefine the CFPA mission and vision to clearly articulate the importance of the arts and design in the University and Community.
- Identify secure revenue streams to sufficiently provide for the operations of the CFPA.
- Build upon our success with fundraising to expand our endowment so that it is on par with peer institutions.
Threats

- The current CFPA facilities are a liability in the recruitment of highly talented students into our programs, and do not provide adequate resources for the curricular needs of the Departments. In some cases our facilities remain non-ADA compliant, threatening the inclusiveness of our programs.
- The current political climate and legislative focus on STEM may reduce the funding of programs and disciplines related to the creative industries.
- The current faculty and staff numbers are too low to allow for equitable teaching loads, course innovation, cross-discipline collaboration, or the globalization of our curriculum.
- Insufficient diversity in our student body, faculty, and curriculum threatens the efforts of the CFPA to be on the forefront of innovation and cultural relevance.
- The lack of adequate scholarships and in-state tuition waivers threatens our ability to recruit diverse and highly talented students, putting us at a disadvantage among peer institutions.
- There are limited new funding/resource streams for operations, facilities, and for new faculty and staff, and the CFPA is increasingly reliant on alternative funding streams, especially EE self-support.
- Continued University policies that discourage community engagement with University students and faculty (such as the lack of parking for CFPA events).