

Strategic Plan 2020-2022

*Empowering Dance Thought Leaders
Through Artistry and Scholarship*



Introduction

The USC Glorja Kaufman School of Dance formally welcomed its first class in the fall of 2015, after philanthropist Glorja Kaufman's multimillion-dollar gift in 2012 launched a dream to build a school of dance at the University of Southern California. As the university's sixth arts school, the USC Glorja Kaufman School of Dance completes USC's signature reputation as a world-class academic institution with a deep commitment to the arts.

USC Kaufman celebrated its first graduating class of BFA dance majors in the spring of 2019 with world-renowned Mikhail Baryshnikov marking its early history as the School's first commencement speaker.

After these founding years of fast growth and wide attention from the world of dance, USC Kaufman embarked on a year-long process to craft its first formal Strategic Plan to further clarify and solidify its future vision and commitment to thoughtfully move forward in alignment with its collective ideals.

Involving a strategic planning consultant to shepherd the process, a wide net of engagement was the goal, including the USC Kaufman community voices of our faculty, staff, students and Board of Councilors.

Input and feedback were gathered throughout the process utilizing a combination of focused interviews, SWOT analyses, surveys and multiple working group sessions to analyze and distill all of the forms of input.

The Plan was completed in the spring of 2020 and set a blueprint for the way forward over the next few years.



Affirmations

Our valued commitments which guide us

Excellence

We approach dance as an intellectual pursuit through exceptional scholarship and training.

Belonging

We embrace individuality, inclusion and equity.

Risk Taking

We nurture authenticity, choreographic thinking and push the boundaries of movement through the synthesis of different genres.

Community

We create a kind, respectful, generous and welcoming culture.

Integrity

We bring honesty, grace, fairness and accountability to all we do.



Mission

Why we exist

Empowering dance thought leaders through artistry and scholarship.

This is the soul of our school.
This is our purpose and passion.
This is what we are here for.



Vision

Our ideal future

USC Kaufman is a living laboratory for The New Movement.

We are an acclaimed school for dance training, scholarship and innovation, inspiring a view of dance as multifaceted and abundant with new possibilities and potential careers.

We upend traditional notions of dance education and what it means to be a dance professional in the 21st century, leading with confidence, respect and humility.

We cherish our community where people are valued, seen and included. We champion an environment of authentic belonging and are fiercely committed to equity.

We continuously push boundaries, bridging connections between research and practice to reveal new possibilities in art, society and culture.

Our impact is deep and meaningful, not only within the world of dance, but among all arts and entertainment industries. We are transforming the field and creating new opportunities for our students, faculty, staff, alumni and collaborators.

We fully leverage our Los Angeles location to lead the future of dance in our communities and the world, gathering a network of extraordinary artists and partners who will support USC Kaufman and the dance world for years to come.

Our students enter into the world as emerging thought leaders, skilled artists, generous collaborators, daring explorers and impactful world citizens. They reveal dance as the ultimate collaborative art form, the direct result of the rigorous scholarship, training and mentorship they received while attending USC Kaufman.



Strategic Goals

How we will get there

Overarching Goals

Charge the equity/diversity/inclusion (EDI) committee to explore and define USC Kaufman's definition of and commitment to belonging and create more opportunities for EDI sessions among students, faculty and staff that build upon progress to date and further our ideals to create true belonging at all levels of USC Kaufman.

Target completion date: December 2020

Leverage faculty discussions to date to create and propose to the university curriculum committee a graduate program reflective of the values and ideals of the USC Gloriana Kaufman School of Dance vision, including a plan for staffing and other administrative resources required to support it.

Target completion date: November 2020

Explore, define and implement mechanisms for leveraging the talents and resources of USC Kaufman's Board of Councilors members to advance the vision of the USC Gloriana Kaufman School of Dance.

Target completion date: January 2021

Clearly define how international experiences for our students enhance their artistic and scholarly development in both curricular and extracurricular ways and determine how this can be embedded into the fabric of USC Kaufman.

Target completion date: May 2021

Evaluate staff support functions for the academic programs and identify areas for improved processes, communication, transparency and accountability.

Target completion date: September 2020

Establish and implement a process for tracking strategic plan updates/progress and for how to propose future revisions or refinements.

Target completion date: August 2020

Strategic Goals

How we will get there

Excellence

Establish an ongoing curriculum committee and formal process for proposing potential curriculum changes.

Target completion date: October 2020

Explore and redefine the charges of the faculty committees to better calibrate and strengthen their contributions to USC Kaufman.

Target completion date: December 2020

Explore, create and propose new guidelines to BFA repertory and performance processes that address understudy protocols to increase depth in repertory rehearsal and ensure courses are not 100% about performance, placing more emphasis on research.

Target completion date: January 2021

Grow USC Kaufman's Board of Councilors to 24 active members.

Target completion date: May 2021

Complete the Founder's Circle with the first 25 donors to established Endowed Scholarship Funds.

Target completion date: May 2022

Strategic Goals

How we will get there

Risk Taking

Establish a protocol and practice which creates regular time to further define and explore USC Kaufman's commitment to artistic leadership, risk taking and The New Movement philosophy.

Target completion date: August 2021

Formalize the contemporary arc by refining the definition of contemporary dance within USC Kaufman and make recommendations to the Dean and Vice Dean.

Target completion date: December 2021

Establish an interdisciplinary research partnership roundtable to explore research opportunities and USC collaborations.

Target completion date: October 2021

Establish an interdisciplinary research partnership roundtable to review, explore and prioritize external collaborative projects for alignment with the strategic plan.

Target completion date: May 2021 and May 2022

Determine how to ensure people feel empowered to challenge the status quo and push boundaries with trust that it will be welcomed, respected and considered.

Target completion date: January 2021

Create faculty and staff recruitment protocols that will guide hiring decisions with a focused intention to reaffirm USC Kaufman's Affirmations as defined.

Target completion date: February 2021

Define and implement methodologies to celebrate the activities of dance minors, dance elective students and musical theater majors externally.

Target completion date: April 2021

Explore, plan and recommend a mechanism for students to highlight and share their academic research.

Target completion date: April 2022

Strategic Goals

How we will get there

Community of Belonging

Finalize, distribute and analyze the belonging/community survey given to all students, staff and faculty.

Target Completion Date: October 2020

Develop and implement a set of strategies that prioritize and ensure professional development for staff and recognition/appreciation of staff contributions to USC Gloriana Kaufman School of Dance's success.

Target Completion Date: October 2020

Explore possible ways to expose BFA students to different dance styles and propose plan to curriculum committee for consideration.

Target Completion Date: May 2021

Explore, propose and introduce a set of actions and/or practices that will enhance the sense of community within the undergraduate program environment.

Target Completion Date: December 2020

Establish and implement a set of actions that will effectively uphold USC Kaufman's commitment to individual student paths and specialties.

Target Completion Date: December 2020

Establish and implement a program to provide opportunities for minors/elective students to work with BFA composition students as part of their creative works.

Target Completion Date: January 2021

Operational Integrity

Work to set repertory and performance schedules a semester in advance to minimize disruptions to other classes.

Target Completion Date: August 2020

Voices in the Process

Acknowledgments and Appreciation

Faculty

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Board of Councilors

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