

NW. 8
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DRAFT

To: Nils Hasselmo, President
Leonard V. Kuhl, Senior Vice President for Academic Affairs and Provost

From: Robert B. Kvavik, Associate Vice President

Subject: Report of the Ad Hoc Committee on the Organization of the Fine Arts

The Ad Hoc Committee on the Organization of the Fine Arts present data that describe benefits and costs of four alternate ways to organize the Fine Arts at the University of Minnesota:

1. Establish a College of Fine Arts consisting of the Departments of Music, Theatre and Dance, and Studio Arts;
2. Establish a College of Performing Arts consisting of the Departments of Music and Theatre and Dance;
3. Establish a School of Music and Dance; or
4. Establish a School of Music.

The Committee was asked *not* to consider the status quo that incorporates the three departments within the College of Liberal Arts.

We would note that the great majority of support in the form of added faculty, production staff, and facilities will be required to enhance the Fine Arts regardless of the alternative selected. We include projected needs and their costs here in part to demonstrate the investment that is necessary to establish competitive and high quality programs. Because of the overall under investment in the Fine Arts Programs, the argument for selecting one alternative over another is less a financial issue and more one based on academic organization (intellectual organization of the arts) and pragmatic considerations that can move the units to national distinction.

The Committee included Barbara Barker -- Dance, Mary Blomquist -- CLA, Robert Kvavik -- Academic Affairs and Chair, Russell Menard -- CLA, Wayne Potratz -- Studio Arts, Barbara Reid -- Theatre, and Karen Wolff -- Music. The Committee was intended as a fact-finding group; it does not advocate one alternative over another. Individual members of the Committee may write separate letters in favor of a particular alternative. We would note that preferences exist within the individual departments. With the exception of Music, the first choice of Studio Arts and Theatre and Dance is a College of Fine Arts followed by option 2, 3, and 4 (Dance would rank order the options 1, 3, 2, and 4). Music would rank order the options 4, 3, 2, and 1.

cc: Anne Hopkins
Craig Swan

Attachments

I. Establish a College of Fine Arts consisting of the Departments of Music, Theatre and Dance, and Studio Arts.

Alternative 1 would create a College of Fine Arts with a dean who reports to the Vice Provost for Arts, Sciences, and Engineering. The core units of this new college will be the School of Music, the Department of Theatre Arts and Dance, and the Department of Studio Arts. Consideration should be given to including the media arts of film and video¹ and Continuing Education in the Arts. An ideal college might also include the following units: Art History, Art Education, Design, and Architecture and Landscape Architecture. The College should maintain a close working relationship with related units such as the University Art Museum, University Film Society, and Concerts and Lectures.

The mission of the college:

- a. To provide instruction in the Fine Arts for undergraduates as an important part of liberal arts education;
- b. To provide professional level education in the Fine Arts on both the undergraduate and graduate levels;
- c. To promote research, innovation, and creativity in the fine arts; and
- d. To promote and advocate for the Fine Arts within the University Community and the State of Minnesota.

1. Fact Base (see attached tables and charts for detail):

- a. Space: Fine Arts is assigned space in 16 buildings with a combined total of 198,536 ASF. Approximately 55,000 ASF of the space is of extremely poor quality. Anticipated needs include for Theatre and Dance: dance studios, scene shop, office space, archival libraries for dance and theateric; Studio Arts: new facility including media arts center and visual arts slide library.

Music: 5 buildings with 66,526 ASF;
Studio Arts: 6 buildings with 72,188 ASF;
Theatre and Dance: 5 buildings with 59,822 ASF.

- b. Student Credit Hours (1989-90):

58,488 budget-weighted credit hours (8.81% of total hours taught in CLA).

- c. Degrees awarded and majors (1989-90):

Undergraduate:

Studio Arts: BA, BFA

¹ Video and Computer Media. The Department of Studio Arts has tried to meet this need though an ad hoc arrangement with Intermedia Arts Minnesota, a private non-profit arts organization housed on the East Bank Campus. This is an inefficient way to address what is and will continue to be a major methodology for artists now and into the future

Theatre Arts: BA
Dance: BA, BFA (anticipated)
Music: BA, BS, BM

Graduate:

Studio Arts: MFA
Theatre Arts/Dance: MA, MFA, PhD
Music: MA, MM, MEd, DMA, PhD

Majors: Undergraduate -- 731 (4.53% of the total number of majors in CLA. Note: undergraduate majors has fallen since 1979-80).

Undergraduate degrees (number awarded in 1989-90 -- BA and BFA): 113 (4.82% of undergraduate degrees awarded in CLA).

d. Staff (1989-90):

Faculty: 74 (14% of CLA faculty); PA/Civil Service: 19 (9% of CLA staff).

- e. Budget: \$4,620,922 (10.82% of CLA) in state dollars; \$5,173,734 (10.24% of CLA Budget) in total expenditures. Five year growth anticipates approximately an addition of \$2.3 million for positions and supplies. Included here are funds for: 1. Dean; 2. new faculty positions, including endowed chairs; 3. technical staff for units such as equipment maintenance personnel, facilities managers, and production supervisors; 4. clerical Staff for units and arts college; and 5. development officer and staff.

2. Arguments in support of a College of Fine Arts:

The arts are a highly visible unit of the University in the Twin Cities' community, outstate, and nationally. A commitment to the establishment of a strong, unified arts college will parallel this state's excellent art programs, institutions and interests, verifying Minnesota's role as a national leader in the arts. A separate College of Fine Arts will enhance the visibility of the programs and signal to the community that the Fine Arts are a major priority of the University.

The appointment of a Dean of Fine Arts creates the potential of having an individual who is recognized as a community and national leader for the Fine Arts; who is able to attract outside funding for the arts; and who is able to articulate the importance of arts at the university. A Fine Arts College should contribute to greater cooperation and synergy in programming and fundraising. A separate college can better define its goals and objectives.

A College of Fine Arts will be able to more clearly address the concerns of visual and performing artists in relation to promotion and tenure. Fine Arts faculty are performance-oriented, substituting extensive professional credits for academic preparation. Their qualifications are best evaluated by other performance-oriented faculty.

The Fine Arts College can eliminate needless duplication of effort, promote increased collaboration in programming and cross-disciplinary work.

II. Establish a College of Performing Arts

Alternative 2 would create a College of Performing Arts with a dean who reports to the Vice Provost for Arts, Sciences, and Engineering. The core units of this new college will be the School of Music and the Department of Theatre Arts and Dance.

The mission of the college is similar to alternative 1 but with a greater emphasis on the performing arts.

1. Fact Base (see attached tables and charts for detail):

- a. Space: Performing Arts is assigned space in 10 buildings with a combined total of 126,348 ASF. Anticipated needs include for Theatre and Dance: dance studios, scene shop, office space, archival libraries for dance and theatric.

Music: 5 buildings with 66,526 ASF;
Theatre and Dance: 5 buildings with 59,822 ASF.

- b. Student Credit Hours (1989-90):

41,936 budget-weighted credit hours (6.32% of total hours taught in CLA).

- c. Degrees awarded and majors (1989-90):

Majors: Undergraduate -- 434 (2.69% of the total number of majors in CLA. Note: undergraduate majors has fallen since 1979-80).

Undergraduate degrees (number awarded in 1989-90 -- BA and BFA): 67 (2.91% of undergraduate degrees awarded in CLA).

- d. Staff (1989-90):

Faculty: 54; PA/Civil Service: 14.

- e. Budget: \$3,488,658 (8.17% of CLA), in state dollars; \$3,972,872 (7.87% of CLA Budget) in total expenditures. Five year growth anticipates approximately an addition of \$1.6 million for positions and supplies. Included here are funds for: 1. Dean; 2. new faculty positions, including endowed chairs; 3. technical staff for units such as equipment maintenance personnel, facilities managers, and production supervisors; 4. clerical Staff for units and arts college; and 5. development officer and staff.

2. Arguments in support of a College of Performing Arts:

Similar to argument for a College of Fine Arts but with a reduced emphasis on the visual arts. Theatre, Music, and Dance are collaborative arts dealing with the organization of time and space.

III. Establish a School of Music and Dance

Alternative 3 would create a School of Music and Dance with a dean who reports to the Vice Provost for Arts, Sciences, and Engineering. The core units of this new college will be the School of Music and the Dance program which is currently a part of the Department of Theatre Arts and Dance. The focus of the college would be narrower than the above alternatives. However, the logistics of organizing this smaller college would be simpler and more quickly accomplished.

The Dance Program is particularly sensitive to this alternative as it is strongly tied to the Music Program. A separate School of Music would create problems for the Dance Program. Of all the arts disciplines, the intensive training of the dancer and musician are most alike; Dance's proposed BFA (scheduled to begin in Fall 1992) parallels that of Music. The Dance Program provides a curriculum that balances and integrates the liberal arts with dance academics, technique, and performance, as well as creative work. It provides training for high quality performers, choreographers, and prospective scholars.

1. Fact Base (see attached tables and charts for detail):

- a. Space: School of Music and Dance assigned space in x buildings with a combined total of ASF. Dance requires the renovation of the West Bank Church at an estimated cost of \$800,000. When completed, it will provide dance studios, office space, and archival libraries.

Music: 5 buildings with 66,526 ASF;
Dance: x buildings with y ASF.
- b. Student Credit Hours (1989-90):

Approximately 26,000 budget-weighted credit hours.
- c. Degrees awarded and majors (1989-90):

Majors: Undergraduate -- 256 (1.54% of the total number of majors in CLA. Note: undergraduate majors has fallen since 1979-80).

Undergraduate degrees (number awarded in 1989-90 -- BA and BFA): 36 (1.59% of undergraduate degrees awarded in CLA).
- d. Staff (1989-90):

Faculty: 38; PA/Civil Service: 9.5.
- e. Budget: [\$2,365,878 (5.54% of CLA)] in state dollars; [\$2,821,544 (5.59% of CLA Budget)] in total expenditures. Five year growth anticipates approximately an addition of \$900,000 for positions and supplies. Included here are funds for: 1. Dean; 2. new faculty positions, including endowed chairs; 3. technical staff for units such as equipment maintenance personnel, facilities managers, and production supervisors; 4. clerical Staff for units and arts college; and a development officer and staff.

2. Arguments in support of a School of Music and Dance:

Similar to argument given for alternative 1. Although Dance and Music have grown remarkably over the last four years, to achieve excellence and national leadership, they require an autonomous unit.

IV. Establish a School of Music

Alternative 4 would create a separate School of Music. The arguments for it are laid out in a separate proposal authored by Karen Wolff.

1. Fact Base (see attached tables and charts for detail):

a. Space: The School of Music is assigned space in 5 buildings with a combined total of 66,526 ASF.

b. Student Credit Hours (1989-90):

22,342 budget-weighted credit hours (3.37% of total hours taught in CLA).

c. Degrees awarded and majors (1989-90):

Majors: Undergraduate -- 229 (1.42% of the total number of majors in CLA. Note: undergraduate majors has fallen since 1979-80).

Undergraduate degrees (number awarded in 1989-90 -- BA and BFA): 33 (1.41% of undergraduate degrees awarded in CLA)

d. Staff (1989-90):

Faculty: 34 (6.6% of CLA faculty); PA/Civil Service: 9.5 (4.7% of CLA staff).

e. Budget: \$2,301,878 (5.39% of CLA), in state dollars; \$5,589,481 (5.13% of CLA Budget) in total expenditures. Five year growth anticipates approximately an addition of \$2.3 million positions and supplies. Included here are funds for: 1. Dean; 2. new faculty positions, including endowed chairs; 3. technical staff for units such as equipment maintenance personnel, facilities managers, and production supervisors; 4. clerical Staff for units and arts college; and 5. development officer and staff.

School of Music Budget requirements:

Administrative Staff:	\$264,000
Faculty positions (6):	264,500
Unassigned Inst.:	40,000
Facility remodeling:	90,000
SEE Increase:	50,000
Total	\$708,000

2. Arguments in support of a School of Music:

The arguments for a separate School of Music are laid out in a separate proposal authored by Karen Wolff (attached). A pragmatic reason for proceeding at this time is the readiness of the School and availability of a plan to achieve national distinction.

The appointment of a Dean of Music creates the potential of having an individual who is recognized as a community and national leader for the Music; who is better able to attract outside funding; and who is able to articulate the importance of music at the university.

Nationally recognized Music Schools are autonomous units. There are several outstanding Music Schools that are organized within a School of Fine arts. Accordingly to Karen Wolff, there is no example of an outstanding School of Music organized within a College of Liberal Arts.

The primary objectives of the College of Liberal Arts often conflict with the primary objectives and needs of the School of Music.