Proposal for College of the Arts

http://www.arts.wisc.edu/artsinstitute/cota
Historical Timeline for Arts at UW-Madison

1976 Arts Consortium Established

1980

1985

1990

1995

2000

2005

2009

1975

1988 - 1990 First Request for a School of Arts and Focused Study

1992-1996 Discussions and Reports

1998 Establishment of the UW Arts Institute
How and Why Current Proposal Developed:

- Arts Institute Strategic plan, 2008-2009
How and Why Current Proposal Developed:

Assessment Survey, 2010: Results

- 200 people took part in listening sessions and on-line survey

- Major themes:
  - Ineffective administrative structure
  - Lack of campus visibility and advocacy for arts
  - Difficulty offering effective arts curriculum
  - Lack of understanding from campus about arts research
  - Inadequate funding for faculty replacements
  - Deficient role for arts at university level
  - Need to view arts as integral to well rounded student
How and Why Current Proposal Developed:

• **Taskforces: Governance & Curriculum, 2011**

• **Proposal Development, 2012**
What are the benefits of CotA?

Unifying the Arts at UW-Madison will lead to...

✓ Improved visibility of Arts on Campus, benefiting students, faculty and staff
✓ Increased potential for development and philanthropy
✓ Improved access for Arts on key campus decisions
✓ Increased potential for resource sharing and management across arts units
✓ Improved position for Arts in the 21st century education economy
What are the benefits of CotA for campus?

Unifying the Arts at UW-Madison will lead to…

✓ Attract and retain top quality students, faculty and staff

✓ Advance UW-Madison as an institution renown for the arts

✓ Advance cross-university partnerships

✓ Strengthen philanthropic opportunities and industrial partnerships

✓ Strengthen campus/community partnerships

✓ Broaden access to arts curriculum on campus
Main Questions:
Creating a College of the Arts at UW-Madison

Question #1:
Do you support the creation of a College of the Arts on the University of Wisconsin-Madison campus?

Question #2:
Do you support your department’s request for transfer to the College of the Arts, if created, to participate in the development of the College as a founding department?
Phase I of Project: Proposal Creation and Department/Program Voting

**FEBRUARY**
- Curricular Outline Submitted
- Governance Model Submitted
- Town Hall Meetings Feb 20, 27 and 28

**MARCH**
- Proposal Finalized
- Theat
- Mus.
- Art
- Dan.
- Art Hist.
- Crea. Writ.
- Des. Stud.
Process going forward:
Visual Roadmap for College of the Arts Proposal Review Process

2012

FEBRUARY | MARCH | APRIL | MAY | JUNE | JULY
---|---|---|---|---|---

**FEBRUARY**
- Curricular Outline Submitted
- Governance Model Submitted
- Budget and Finance Submitted

**MARCH**
- Town Hall Meetings Feb 20, 27 and 28
- Curricular Outline Submitted
- Governance Model Submitted
- Budget and Finance Submitted

**APRIL**
- L&S Dean sends to APC
- L&S APC Reviews
- Academic Staff Reviews
- UAPC Reviews
- Univers. Comm Requests for Faculty Senate to Review
- Chanc. Sends to Regents

**MAY**
- Proposal Finalized
- Art
- Dan.
- Art Hist.

**JUNE**
- Regents Review Proposal

**JULY**
- Art Hist.
- Crea. Writ.
- Des. Stud.

Updated: 3/11/12: DH
(extracted from March 2, College of the Arts Proposal)

EXECUTIVE SUMMARY & RECOMMENDATIONS

This proposal recommends the creation of a new faculty unit at the University of Wisconsin-Madison, a College of the Arts (CotA), headed by a Dean and comprising departments and programs in the arts. The purpose of this document is to inform conversation among departments, faculty, staff, students, and administration, and to advance this recommendation toward a formal vote by participating departments and programs.

Efforts to improve coordination and advocacy for the arts on campus have been underway for decades. However, recent planning and discussion suggest that the time to establish a College of the Arts is now. A 2008-2009 strategic planning process showed widespread support for a unified college among faculty, students, and staff. Additional discussions and town meetings in 2010-2011 brought greater focus and potential to such a College’s design and benefits. A charge from the Chancellor and Provost in 2011 launched a formal process to develop this recommendation for faculty review and approval.

While the campus community identified many benefits of a unified College of the Arts, five emerged as primarily important for the current challenges and future opportunities facing the arts at UW-Madison:

- **Improved visibility of the arts on campus, benefiting students, faculty and staff**
  The proposed College of the Arts would be the fifth largest college at UW-Madison by number of full-time faculty, and the seventh largest by total number of students. This scope and scale would bring new focus to the arts as an essential partner in a vibrant university.

- **Increased potential for development and philanthropy**
  A unified College with a dedicated dean would create new opportunity for significant philanthropy, as well as grant and research support, in partnership with the UW Foundation and the Chancellor.

- **Improved access for the arts on key campus decisions**
  A unified College of the Arts with focused leadership would ensure a voice for the arts in essential campus decision-making – from strategic planning and facilities development to policy, procedures, and campus-wide initiatives.

- **Increased potential for resource sharing and management across arts units**
  The current structure for arts curriculum, facilities, and programs across three colleges makes responsive, resourceful, and collaborative management difficult if not impossible. A unified College will bring greater opportunity for more coordinated and collaborative use of our scarce resources.

- **Improved position for the arts in the 21st century and beyond**
  By any measure, the future of the arts is more interdisciplinary, more collaborative, and more dynamic as technology and global culture continue their rapid evolution. A unified College of the Arts brings arts faculty, students, staff, and curriculum closer together, to reduce barriers and increase opportunity for connection and innovation.
The planning process explored many possible structures to advance these benefits – a revised and restructured UW-Madison Arts Institute, a Vice Chancellor position overseeing the arts, new collaborative structures to work across departments and programs. A College of the Arts consistently emerged as the most effective approach to the challenges and opportunities detailed above.

Describing a College of the Arts

UW-Madison’s Faculty Policies & Procedures (FPP) defines a college as a faculty unit headed by a dean. New colleges are created by the Chancellor after consultation with the University Committee, subject to the approval of the University of Wisconsin System Board of Regents (see FPP 3.01). The dean serves as chief executive officer of the college, and is appointed by the Chancellor under search and screen procedures also defined in FPP.∗

The proposed College of the Arts would provide unified governance, executive leadership, advocacy, resource development, visibility, and coordination to arts departments and programs currently housed across three colleges – College of Letters & Science, School of Education, and School of Human Ecology. The proposal includes Art, Art History, Dance, Design Studies, Music, and Theatre & Drama as founding members of the College, although the final composition will be subject to departmental approval. Each participating department would be transferred, in whole, to the College – including faculty, staff, curriculum, budgets, and facilities – although individual faculty would retain the right to request reassignment elsewhere (see FPP 5.14). This proposal does not suggest physical relocation of any department, but rather reassignment of the department to a new dean and governance structure.

The annual operating budget for the proposed College of the Arts would be approximately $27 million (detailed on pages 19-21). More than 90 percent of that total represents existing budget lines that would transfer with each participating department or program. The remaining 9.75 percent ($2.635 million, see page 21) would be allotted from the campus-level budget annually, as is done for all other schools and colleges. Departments and programs would not be responsible for providing these funds. Additional philanthropy or grant resources secured by the Dean would directly support departments and programs, and the faculty, staff, and students within them.

This proposal describes a likely blueprint for a final College of the Arts, informed by faculty working teams and administration advice over the past year. The final design, structure, composition, budget, and operations of the College would be developed during a multi-year planning period following confirmation by the Chancellor and approval by the University of Wisconsin System Board of Regents. This planning period would include the selection of an interim dean, establishment of a dean’s office, a full dean’s search, confirmation of an operating budget, confirmation of curriculum, and negotiation/planning for the programmatic transition of participating departments and programs from

∗ UW-Madison’s Faculty Policies & Procedures documents are available online at: http://www.secfac.wisc.edu/governance/FPP/Table_of_Contents.htm
their current college homes (no physical relocation of these departments or programs is recommended in this proposal).

**Context and History for this Proposal**

The rich history of the arts at UW-Madison has necessarily evolved within separate pockets and distinct programs. Today, the arts span three colleges and more than a dozen academic units, serving more than 1300 undergraduate and graduate student majors through 119 faculty FTE and 155 FTE staff members and representing combined annual expenses of $27 million (see pages 15-16 and 21). Beyond majors and dedicated programs, arts research, practice, and service touch every corner of campus within classrooms, through extra-curricular activities and across disciplines such as science, humanities, social science, medicine, business, and engineering, among others.

Despite this convergence and interdependence, the current structure that guides and governs the arts on campus is fragmented and disconnected. Coordinating entities like the UW-Madison Arts Institute have made great strides in bridging the gaps. Yet the essential connections between faculty, students, staff, resources, physical spaces, and support services remain difficult or impossible to make in sustainable ways.

After having completed a strategic plan in 2008-09, members of the Arts Institute Executive Committee explored how best to address the newly defined strategic goals. The Executive Committee charged the Arts Institute Executive Director and staff to conduct an exploration of the state of the arts on the UW-Madison campus (Appendix 2).

With the approval of the UW-Madison Arts Institute Deans’ Council (Dean Julie Underwood, Dean Gary Sandefur, and Dean Robin Douthitt) and the assistance of the Office of Quality Improvement, the Arts Institute undertook an extensive investigation of the state of the arts on the UW-Madison campus during the fall of 2009. This exploration consisted of interviews, survey, and town hall meetings. The assessment involved 140 faculty from across the arts and over 30 staff and students representing all arts-related departments. All assessment was based on questions drawn from strategic planning discussions and from a previous survey conducted in 1998 (Appendix 2).

The Arts Institute then facilitated discussions among faculty, staff, and students on how best to address the future of arts education on the UW-Madison campus. The Arts Institute continued discussions throughout the 2010-2011 academic year at the departmental levels and held public town hall meetings. In addition to discussions among the Arts Institute members, conversations began with campus administration to determine the feasibility of creating an administrative unit on the college/school level.

Under the guidance of the Provost’s office, an investigation began in late spring of 2011 to consider potential administrative models and the budgetary feasibility of a Dean’s office. During the summer of 2011, a prospectus was presented to the Provost’s office, which included a rationale for creation of a College of the Arts and a financial analysis, including an operating budget for the arts on campus and a
budget for a dean’s office. The Arts Institute presented the prospectus to the Provost with the hopes of gauging administrative support and receiving approval to continue with further discussions.

In September 2011, on the invitation of the Arts Institute Executive Director, campus administrators (Interim Chancellor David Ward, Provost Paul DeLuca, Vice Provost Aaron Brower, Dean Julie Underwood, Dean Gary Sandefur, Dean Robin Douthitt) met with members of the Arts Institute Executive Committee to discuss the prospectus and to determine next steps. The administration voiced support for the initiative, and encouraged the Executive Committee to move forward in constituting a task force to review the question of creation of a College of the Arts and to develop a proposal to be submitted to the faculty for deliberation and approval (Appendix 10).

This document was developed by the College of the Arts task force – a collection of faculty and staff from all arts departments – in accordance with the principles of governance as outlined in the UW-Madison FPP, under the guidance of the Chancellor and Provost’s offices, the Office of the Secretary of the Faculty, and with the express approval of the Executive Committee of the UW-Madison Arts Institute. The Arts Institute served as the lead unit in organizing committees, in conducting meetings, in documenting discussions, and in disseminating information.

**Next Steps**

For the Chancellor to consider and establish a College of the Arts, he requires a positive recommendation from the departments involved. This proposal was developed to inform the discussion and determine the recommendation of each department through their majority vote on the following questions:

1. Does the department support the creation of a College of the Arts on the University of Wisconsin-Madison campus?
2. Does the department request a transfer to the College of the Arts, if created, to participate in the development of the College as a founding member?

Based on the departmental vote, the Chancellor will determine whether to advance the College of the Arts through the appropriate governance committees, including the University Committee, culminating in review and approval by the University of Wisconsin System Board of Regents. Upon their approval, the official planning and development of the College of the Arts will begin.
College of the Arts (CotA)  
Important Information for Faculty, Students and Staff

1) Why is this proposal being forwarded and who is proposing it?

Efforts to improve coordination and advocacy for the arts on campus have been underway since 1976. In 1996 these efforts created the current Arts Institute. The latest proposal was begun in 2009 after an internal review and strategic planning process. The Arts Institute, Executive Committee (which includes chairs and directors of all arts entities across campus), gave their **unanimous approval** to investigate the question of the formation of a college.

In September 2011, the Arts Institute Executive Committee hosted a meeting with Chancellor David Ward, Provost Paul DeLuca, Vice Provost Aaron Brower, Dean Robin Douthitt (SoHE), Dean Gary Sandefur (L&S), and Dean Julie Underwood (SoE) to discuss the **Arts Institute’s recommendation** to develop a proposal for a College of the Arts. The administration presented a supportive stance and encouraged the Executive Committee to move forward in developing a proposal to be submitted to the faculty for discussion.

In November 2011, a Project Charter was approved for a "College of the Arts Proposal," with Chancellor David Ward as executive sponsor and Dean Julie Underwood as sponsor. It has the charge to create and vet a proposal for the formation of a College of the Arts at UW-Madison which would initially focus on the following departments: Art, Dance, Theatre & Drama, and the School of Music. In an unprecedented act, all members of the curricular departments **unanimously voted** to participate in development of the proposal and to participate in the Task Force.

A Curricular Committee and a Governance Committee were established, each composed of representatives from all arts units. Each committee met five times from November through January and arrived at a draft proposal which is presently under your consideration.

At their January 23, 2012 meeting, the Arts Institute Executive Committee **unanimously approved** a motion to request the arts units to each schedule a departmental vote on membership in a College of the Arts.

2) How will this proposal benefit UW-Madison as a campus?

While it is assumed that the formation of a college will provide advantages to students, faculty, and staff in the arts, it may provide significant benefits to the campus community in the following ways:

- Enable an integrated student education. A first class university must embrace the arts as vital to the education of all students. As we champion the study of sciences and humanities, a College of the Arts will enable students campus-wide with greater access to disciplines that enrich their capacity for creativity, critical thought, innovation and expression.
- **Generation significant revenue in the form of philanthropy**
- Attract and retain the finest students, faculty and staff
3) What is the current proposed budget in detail and why is it so much money?

The current proposed yearly budget for a College is $2.65 million. This budget is based on models of similar sized Colleges at UW-Madison and other institutions. Although it is not a highly detailed budget, it has been reviewed and seen as viable by existing Associate Deans in three major colleges at UW-Madison and the Vice Chancellor for Administration’s budget staff.

4) Can you explain the votes in approving units?

Under FP&P a majority of faculty must vote in favor of the proposal for transfer. As per the unanimous vote of the Executive Committee of the Arts Institute, all curricular departments requested to review and vote on the following questions:

1) Should a college be created?
2) Should department transfer to the college?

Here are the official tallies in all seven arts units that voted:

<table>
<thead>
<tr>
<th></th>
<th>#1 RE: Formation of College</th>
<th></th>
<th>#2 RE: Department Joining</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Yes on 1</td>
<td>No on 1</td>
<td>Abs on 1</td>
</tr>
<tr>
<td>Art</td>
<td>24</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Art Hist</td>
<td>0</td>
<td>0</td>
<td>12</td>
</tr>
<tr>
<td>Dance</td>
<td>9</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Design</td>
<td>7</td>
<td>5</td>
<td>0</td>
</tr>
<tr>
<td>Music</td>
<td>25</td>
<td>19</td>
<td>1</td>
</tr>
<tr>
<td>Theater</td>
<td>13</td>
<td>1</td>
<td>4</td>
</tr>
<tr>
<td>Creative Write*</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Totals</td>
<td>78</td>
<td>25</td>
<td>17</td>
</tr>
</tbody>
</table>

5) Doesn’t going into CotA make it easier for the State "pick off" or target departments?

From conversations with liaisons to the legislature and with Administrative Legal Services, there is no evidence either presently or historically that the State Legislature concerns itself with internal university administrative business. There is no evidence that supports the State Legislators from “targeting”
individual programs, departments, or colleges. Though there is a perception that the “arts” would be targets, campus liaisons to the legislature point out that although statutes indicate they budgetary control over state budgets and within their right to look at line item budgets, reviewing line item budgets from schools and colleges or within departments is not typical operating procedure. So the answer is that there is no historical precedent that the legislature has affected program, school/college, or departmental budgets nor do our consultants believe there is political advantage to doing so.

6) How do we accommodate faculty members who do not wish to join CotA?

The proposed formation of a College of the Arts was the sole focus of the Task Force. We recognize FP&P as the guide for accommodating a faculty’s rights of tenure home and participation in governance.

According to FP&P 5.01.

“A department shall consist of a group of faculty members recognized by the faculty and chancellor, and the Board of Regents, as dealing with a common field of knowledge or as having common or closely related scholarly interests. A department shall be created, substantially restructured, or discontinued by the chancellor after consultation with the University Academic Planning Council, subject to the approval of the Board. Substantial restructuring includes, but is not limited to the merger of departments, the transfer of groups of faculty in or out of departments, and the establishment of department-like bodies. The University Academic Planning Council shall not make any recommendations to the chancellor without obtaining and considering the recommendations of the relevant college/school academic planning councils and deans. The school/college academic planning councils will seek recommendations and approval from affected departmental executive committees and affected individuals a minimum of six months in advance of the proposed actions. Recommendations concerning the establishment of new departments or the substantial restructuring or discontinuance of existing departments shall be reported to and discussed by the senate. Criteria applied to restructuring shall be developed (5.02.) and related to the missions of the university and relevant schools and colleges.”

We also used the following as a guide:

FP&P. 5.02. DEPARTMENTAL RESTRUCTURING - GUIDELINES AND CRITERIA.

Broad guidelines for the substantial restructuring, creation or discontinuance of a department shall be developed by the University Academic Planning Council. Following these guidelines, each school/college shall develop its own criteria for the substantial restructuring of departments. The special needs of affected untenured faculty shall be considered. The procedures shall provide opportunities for the affected executive committees and faculties to consult with the school/college academic planning councils and the deans during all stages of restructuring consideration and implementation. If two or more affected school/college academic planning councils cannot reach consensus, the chancellor shall seek to negotiate an agreement in consultation with the University Committee.
7) What is the implementation plan for this college? How will students and departments who voted in favor of transferring move forward?

An implementation plan was requested by the Chancellor and Provost to determine budgetary commitment. The plan has been developed by the Arts Institute in consultation with staff of the Academic Planning and Analysis. The transition that is being considered is a 2-3 year plan designed to bring all services online in a new college within three years. The first stage (six months to a year) will focus on administrative and fiscal analysis and transfer; establishing curriculum and Academic Planning committees; and continuation of faculty services. It is anticipated that student services will be implemented within the first stage allowing recruitment and enrollment of students. The transfer of students is a gradual one with cooperation from all affected colleges. An Interim Dean will be named to lead the first stage of transition while a search is conducted for a permanent Dean. The second stage of the implementation will begin once a permanent Dean is installed.