

Visual and Performing Arts  
2-13 Review Committee  
FINAL REPORT

Committee Members:

Scott Turpen, chair, Patrick Konesko, Ben Markley, Mark Ritchie, Rachel Sailor,  
Paula Whaley, ex-officio

Restructuring UW for the Future Recommended Action: Do Not Restructure  
Submitted to Provost Carman: September 24, 2021

## **EXECUTIVE SUMMARY**

The University is proposing consolidating the Department of Art and Art History, the Department of Music, and the Department of Theatre and Dance into one unit. The review committee sought input from assigned contributors, stakeholders, faculty, staff, students, and external experts. The consensus is strongly against the proposed reorganization and consolidation of the three departments.

Nationwide there are some examples of successful units that combine the disciplines of art, music, and theatre/dance. These programs are typically designated as a “School of the Arts.” This may be a possible successful model. However, to be successful these Schools require an administrative structure that includes a Director and multiple Associate Directors. This administrative structure would cost additional resources to successfully implement and considering the budget reduction, the committee suggests an alternative option.

If it is required that the three disciplines are combined, the committee suggests an umbrella structure of a “School of the Arts” with underlying departments that maintains the structure of three autonomous department heads, curricula, budget, and programs.

## **ORGANIZATIONAL RESTRUCTURE**

Before exploring the possibilities of the restructure, it is important to illustrate the scope of this proposed reorganization. Combining these three departments would create a unit with 55.5 tenured, tenure track, and full-time faculty, plus 17 adjunct faculty. This megainit would employ more faculty than the existing UW Colleges of Business, Education, Law, and Honors, as well as the Haub School (see appendix A). The Colleges of Business, Education, and Law are led by a Dean, 2 Associate/Assistant Deans, plus department chairs. A large, combined arts unit would require adequate administration that is knowledgeable in the issues of each unique discipline for the individual areas to remain successful.

### SCHOOL OF THE ARTS- LEADERSHIP STRUCTURE- Director and two Chairs

There are very few examples nationwide of combined arts programs the size and scope of UW's. When art, music, and theatre/dance are combined they tend to be at very large Schools or Colleges with a Dean or Director and multiple Associate Deans or Department Heads. These very large units are not good comparators to the arts at UW. The best example of a combined

arts unit the size of UW's is the University of Nevada- Reno's "School of the Arts." This program is similar in size and scope to UW, although somewhat smaller (see appendix B). This school maintains autonomous departments of art, music, and theatre and dance. The School is led by a Director from one of the departments and maintains Department Chairs for the other two disciplines. In communicating with leadership and faculty in this school, this model seems to be successful. One drawback to this structure is that it creates another level of administration between the faculty and college Dean. It is also unclear that a Director would have true and valuable oversight of the other two disciplines. While successful, the problem with this model is it would increase administrative costs by hiring a Director, with appropriate salary, to oversee the school. Because of this, **the committee does not recommend this option.**

#### SCHOOL OF THE ARTS- LEADERSHIP STRUCTURE- Three Chairs

If a reorganization of the three departments is required, the committee suggests a "School of the Arts" umbrella structure of the Departments of Art and Art History, Music, and Theatre and Dance with each department maintaining complete autonomy (see possible organizational chart in appendix C).

- Accreditation- Music has been accredited by the National Association of Schools of Music (NASM) since 1947 and Art is currently being reviewed for accreditation by the National Association of Schools of Art & Design (NASAD). To maintain accreditation, the disciplines must maintain sufficient autonomy and have adequate administrative representation. A unit head for each department is needed to meet accreditation standards.
- The arts are much more than academic units. While they administer similar academic programs that other campus units provide during the weekday, they are performance and exhibition units by night, weekends, and throughout the summer. They are also highly engaged in outreach and inreach events for the state. This adds another level of complexity that requires adequate administrative leadership, experience, and staff support. Because of these differences faculty and administrators must engage in many hours well beyond classroom teaching and typical administrative expectations.
- Each department should retain and oversee existing budgets as is in the current business model. This is facilitated by an existing high functioning shared staff center and Business Manager.
- The arts are key players in educating Wyoming's population to be arts professionals and patrons. Wyoming communities rely heavily on a strong arts community to thrive. This organizational restructuring plan will not assist in moving these agendas forward. In fact, the budget reductions only diminish these endeavors. The departments of art, music, and theatre and dance are engaged student recruiters and have addressed curricula consistently to stay current in the content and pedagogy of their fields to meet the needs of 21<sup>st</sup> century artists, art educators, arts administrators, and arts advocates.
- The Departments of Art and Art History, Music, and Theatre and Dance have forged strong relationships with exhibition venues and performances spaces across Wyoming. Maintaining individual department autonomy and leadership is key to maintaining these connections.

- Strong leadership in the arts is important for programs such as the Wyoming Innovation Partnership (WIP) and the Wyoming Outdoor Recreation, Tourism, and Hospitality (WORTH) programs. The arts are an essential component of a thriving Wyoming economy and successful future.

**The committee recommends leaving the leadership structure and separation of the departments as it is, with no changes.**

DEPARTMENT OF THE ARTS-  
LEADERSHIP STRUCTURE- One Chair

Nationwide, when units of art, music, and theatre/dance are classified as a single department they are always associated with programs a small fraction of UW's size, such as junior colleges or small universities (see appendix D). These programs are not often accredited through national accreditation bodies. To create a single department of the arts substantially diminishes the arts at UW and in the state of Wyoming. This model does not exist in other institutions similar to UW's scope. Consulted external arts administrators considered this model unworkable. Even community colleges in Wyoming separate the arts into unique departments. **The committee does not recommend this option.** Outlined below are the reasons this model would be a failure.

- All three disciplines being classified as a single department will negatively impact the reputation and recruiting of students and new faculty. The name would classify the unit as a program much inferior to what currently exists.
- The scope of this unit would be large and would include 55.5 full-time faculty, 17 part-time faculty, 6 staff, graduate teaching assistants, 17 undergraduate degrees, 2 certificates, and a graduate music program. The program oversees three complex budgets, concert/theatre/dance/gallery events, fundraising, public relations, assessment, scholarships, academic dishonesty, strategic planning, personnel matters, faculty evaluations, tenure and promotion, outreach/inreach events, and specialized facilities. It is completely unrealistic to believe this proposed megaunit can be led by one individual, even if that administrator does not have a teaching load. It may be suggested that the remaining two disciplines could be led by a faculty member with a course release and no stipend. The complexities of these units are far too large to be led by a faculty member with too little time and expertise. This would also be a model for failure.
- When comparing this proposed unit with remaining departments and schools in the proposed College of Arts, Humanities, and Social Sciences, the proposed arts unit dwarfs the other units. This would create substantial inequity in the college on many levels (see appendix E).
- A single chair will have limited expertise outside of their primary area. For example, facilities management in the art department is a large task that includes chemicals and environmental regulations. Currently this is a significant part of the job description for the chair of the art department. Asking someone to manage this for no compensation is impossible and a safety issue. Other similar examples could be provided for music and theatre and dance. In the past decade, the University of Wyoming, Board of Trustees,

Donors, and Legislature have invested significant resources into the arts facilities at UW and these must be maintained by the individuals with expertise within each discipline.

- The three disciplines are not located geographically close to one another making simple logistics of functioning as a unit more challenging.
- There is a risk of losing donors who want to support a specific department in a specific discipline.
- As admitted by the Provost, chair salaries are relatively small expenses. The committee recommends maintaining three chairs to allow for proper administrative support for these departments.

## **EFFICIENCIES**

STAFF CENTER- In 2017 the staff from art, theatre and dance, music, and UW Presents were combined into a single staff center. During this consolidation 4 staff positions were eliminated to meet budget reductions. Staff duties were reevaluated and workloads for staff were increased. In addition, the staff center also took over the role of managing the Fine Arts Box Office and Fine Arts Outreach. The remaining staff positions have clear job duties and full workloads. Morale among staff is improving, but further reduction in staff would create substantial hardships for the successful staff center. This staff center is a model for efficiency at UW, should be used as an example for other parts of campus, and should not be reduced. The staff center helps to transfer knowledge between departments and communicates best practices among units. This helps unify the mission of all three units. There remain no further efficiencies to find among staff workloads in the arts.

## **FACULTY**

- Teaching loads- Tenure stream faculty in the arts teach 3+2 loads. Most of these courses are required by accrediting agencies to offer the degrees. In fact, nearly half of the faculty in arts teach more than a 3+2 (tenure stream) and 4+3 (APL/FTRC) with no supplemental pay. In some extreme cases, faculty teach many credits beyond a standard load, with no supplemental salary, so core courses can be taught. This demonstrates the significant lack of needed instructional faculty in the arts. There is no room for faculty reductions in the arts and current numbers must be maintained as a minimum for high teaching standards.
- Full time, one-year lecturers- Losses in tenure track and academic professional positions over the years have resulted in many one-year positions in each of the three departments to cover basic teaching needs. Full time, one-year positions, rather than tenure-track or academic professional positions create instability in the curriculum, negatively impacts student recruiting, and reduces the overall quality of instruction. Losses in positions have forced the three departments to maximize their efficiency among teaching loads already. It is not possible to find further efficiencies among the faculty. Rather, the three departments require an investment in new tenure track and fixed term with rolling contract positions to continue to thrive.

- Adjunct faculty- Funding for adjunct, or part-time, faculty in music comes from fees music students pay when they enroll in applied lessons. Funding for adjunct faculty in visual art comes from summer instruction and distance education revenues. These funds are not part of the unrestricted budget and are not subject to the 3% reduction. Adjunct faculty are required to cover fundamental instruction due to a lack of content expertise in those areas. Adjuncts are often hired to teach bottleneck courses in a program that need to be added with enrollment trends.

CURRICULA- The arts accrediting associations, NASAD, NASM, and NAST prescribe standards curricula for the relative disciplines. These associations require independent curricula and there is no curricular overlap among the three disciplines. There is no opportunity for curricular efficiencies in a consolidation.

EXISTING COLLABORATION AND SYNERGISM- The arts have a natural connection with one another. Through the years the three departments have engaged collaboratively and regularly in many ways. Chairs have met regularly to develop good communication between the programs. A combined “Arts at UW” website is being planned and implemented. The website will promote visiting artists, performances and creative work of students and faculty, and exhibitions from all three departments. Departments have engaged regularly in combined student projects such as *The Nutcracker*, musicals, and ballets. Faculty have and continue to collaborate on research and creative activity projects. The departments are also discussing how a new Entrepreneurship Certificate in music can be broadened to include the other art students. A merger of the three departments is not required and will not aid the arts ongoing tradition of successful collaboration.

OUTREACH, INREACH, AND EVENTS- The arts at UW are among the most engaged university units with the Laramie and Wyoming communities. The three units engage in approximately 200 programs annually that include on campus concerts as well as dance, theatre, and gallery events. These events bring many thousands of arts patrons to campus annually. Inreach programs bring Wyoming secondary students to campus for arts festivals, workshops, and to work with nationally recognized visiting artists. Outreach events send UW art faculty and students into Wyoming communities to share concerts, workshops, and programs across the state. A merger of these three units is not necessary and will not aid in their successful community engagement.

BUDGET CUTS- Dean Okpodu requested that the committee report that the 3% budget reductions for each of the three department’s will be achieved from the college budget.

CONTINUED BUDGET CUTS- Budget cuts do not come without negative consequences. For over a decade the arts at UW have undergone regular decreases in budgets and reduced faculty and staff. During this time of ongoing cuts, tangential aspects of all three disciplines have already been considered and eliminated. What remains is the core of the arts and this

core is necessary for any land grant institution. Despite reductions, the three departments continue to offer outstanding programs with high demand.

## **ACADEMIC/DISCIPLINE SPECIFIC EXPERTISE**

To continue to position UW art departments to be nationally and internationally competitive in scholarship and creative endeavors, the committee recommends the following number of new faculty positions needed to maintain and grow, to provide students with a high-quality educational experience, and to deliver current degree programs in the visual and performing arts:

### **Art and Art History**

Historically Down:

- Tenure track Art Historian
  - open for ten years - currently filled by one year contract
  - position necessary for accreditation
- Tenure track Ceramics
  - retirement in AY 20-21 - currently filled by one year contract
  - position necessary for accreditation

Needed to properly function - above two positions, plus:

- APL or Tenure track Art Education
  - Art Ed student cohort has grown from 3 to nearly 50 in the past several years
  - classes being taught by adjunct and part-time personnel in a non-sustainable way

Ideal to function well in the future - above three positions, plus:

- APL or Tenure track Art Historian
  - additional art historian needed to be able to fairly offer necessary classes
  - classes currently being taught by multiple adjunct and part-time personnel in a non-sustainable way
- APL or Tenure track Visual Communication Design
  - new BFA in VCD is predicted to grow majors over the next several years
- APL or Tenure track Foundations
  - Foundations Area needs one additional dedicated faculty to the coordinator
  - classes being taught by adjunct and part-time personnel in a non-sustainable way

## **Music**

Historically Down:

- Tenure track Applied Voice/Stage Direction
  - Currently filled with part-time, temporary Lecturer, full-time/one year Lecturer, and by two Tenure track faculty with different areas of expertise
  - Stage Direction component not replaced resulting in courses we can no longer offer
- Tenure track Applied Flute
  - Currently filled by non-tenure track, one-year hire
- Tenure track Applied Trombone
  - Currently filled by part-time, temporary Lecturer
- Tenure track Applied Horn
  - Currently filled by part-time, temporary Lecturer
- Tenure track Applied Oboe
  - Currently filled by part-time, temporary Lecturer

Need to properly function - above positions, plus:

- Music Technology
  - Specialized staff position to teach courses in the new Audio Technology Certificate program, coordinate practicums and internships, and supervise Recording Studios (required by accrediting body NASM)

Ideal to function well in the future – above positions, plus:

- APL or Tenure track Applied Voice
  - Voice studies involve the largest student population (36-54 students over the past six years)

## **Theatre and Dance**

In 2014, Theatre and Dance had 15 tenure stream faculty. In 2022 they have 8 tenure stream faculty, 2 FTRC and 4 one-year lecturers. In addition, two pending retirements at the end of spring 2022 threaten to cripple the unit without tenure track replacements.

Historically Down:

- Tenure track Musical Theatre
  - Currently filled with 1 year temp lecturer -- covers a full concentration BFA track, not sustainable
- Tenure track Performance
  - Currently filled with 1 year temp lecturer -- not sustainable
- Tenure track Dance Faculty
  - Specializing in Modern, Jazz, Somatics, Dance for Musical Theatre, Choreography Currently filled with 1 year temp lecturer -- not sustainable
- Staff Costume Shop director

- all duties currently assumed by Costume Designer, placing them on significant overload and negative impact on costume support

Needed to properly function – above positions, plus:

- Tenure track Theatre Performance Faculty
  - With retirement at end of AY23 Voice and Speech, Musical Theatre support. This position is vital to performance and Musical Theatre performance as well as covers performance area courses.
- Tenure track Dance Faculty

Ideal to function well in the future

- Tenure track Dance Faculty – Modern Dance, Dance History, Choreography
  - In charge of Dance science curriculum, needed to fulfill a retirement in 2023 or 2024.
- Staff, Scenic construction assistant –
  - Maintain safety and consistency in the scene shop



## **APPENDIXES:**

### Appendix A:

#### Comparison of the Proposed “School of the Arts” with Existing UW Colleges

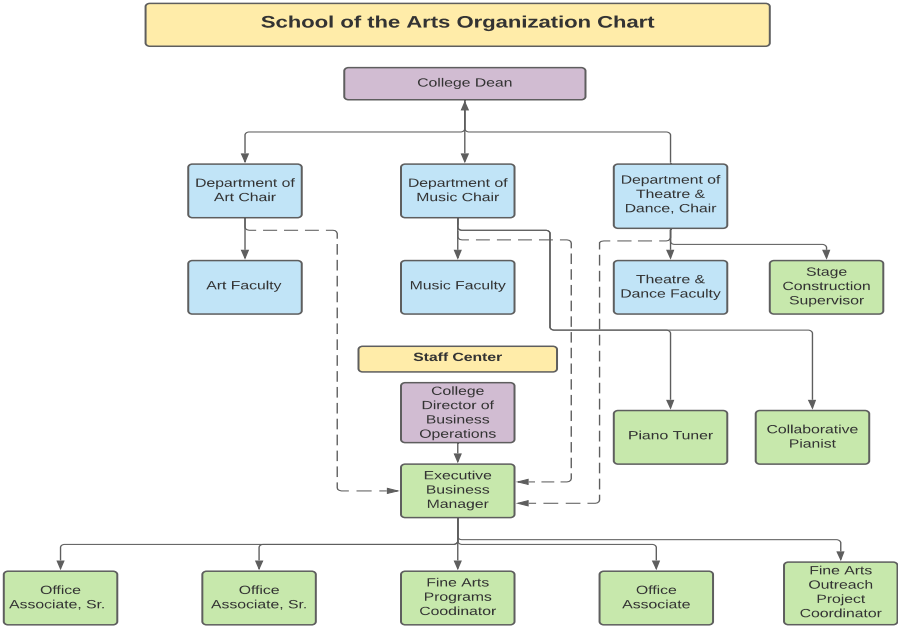
Rank by Faculty Size	Existing Colleges at UW	Full Time Instructional Headcounts 2020 from OIA*	Existing Leadership
1.	A&S	307*	1 Dean, 3 ADs, plus DHs
2.	Agriculture	87*	1 Dean, 3 ADs, plus DHs
3.	Engineering	85*	1 Dean, 2 ADs, plus DHs
4.	Health Science	73*	1 Dean, 2 ADs, plus DHs
5.	<i>Proposed School of the Arts</i>	55.5	??
6.	Business	53*	1 Dean, 1 AD, 1 Assist. Dean, plus DHs
7.	Education	52*	1 Dean, 2 ADs, plus DHs
8.	Law	18*	1 Dean, 1 AD, 1 Assist. Dean, plus DHs
9.	Haub School	14*	1 Dean, 1 AD
10.	Honors	9*	1 Dean, 1 AD

### Appendix B:

#### Institution Designated as “School of the Arts” (Strong Comparator)

Institution	Full Time Faculty	Leadership Structure
University of Nevada, Reno School of the Arts	47	1 Director, 2 Department Chairs
University of Wyoming Proposed School of the Arts	55.5	??

Appendix C:  
Organizational Chart IF merger is REQUIRED



**Appendix D:**

**Institutions Designated as “Department of the Arts” (Weak Comparators)**

<b>Institution- *Not accredited</b>	<b>Full Time Faculty</b>	<b>Part time Faculty</b>
<i>University of Wyoming- Proposed School of the Arts</i>	55.5	17
*Iona College- Fine and Performing Arts Department	4	0
*Mount St. Mary’s University- Visual and Performing Arts Department	5	13
*Clarion University- Department of Visual and Performing Arts	8	3
*Bergen Community College- Visual and Performing Arts Department	12	0
Cameron University- Department of Art, Music, and Theatre Arts	13	8
Clayton State University- Department of Visual and Performing Arts	18	2

**Appendix E:**

**Comparison of Proposed “School of the Arts” with Other Units in the Proposed College**

<b>Department or School</b>	<b>Full Time Faculty</b>
<i>Proposed School of the Arts</i>	55.5
Anthropology	13
Communication and Journalism	10
Criminal Justice and Sociology	12
English	25
History and American Studies	12
Modern and Classical Languages	14
Philosophy and Religious Studies	13
School of Culture Gender and Social Justice	11
School of Politics, Public Affairs, and International Studies	18
Psychology	17