

June 1, 2011

## Proposal to Create a School of Arts & Media

The CSUEB Departments of Communication, Art, Theatre/Dance, Music, and the Multimedia Graduate Program share many common core values and guiding principles, including:

- \* commitment to the integrity of each discipline;
- \* a firm dedication to high quality offerings;
- \* a commitment to a rich mix of applied instruction, small-group activities, and scholarly study;
- \* an opportunity to serve as external representatives of the University.

Our programs also share many academic elements, including:

- \* unique faculty roles and scholarly activities;
- \* individualized and small-group teaching environments;
- \* performance and production
- \* scholarship in history, literature, theory, and research;
- \* a need for technological currency and costly equipment;
- \* public visibility and University representation through exhibitions, performances, and publications, and
- \* student recruitment expectations.

### Situational Context

The challenges of the current time are apparent: declining budgets, shrinking faculty, and increasing demands on arts and communication programs, both locally and nationally. Maintaining excellence in academic quality, scholarship, and creative and/or scholarly endeavors is increasingly difficult. Doing “more with less” has a finite scope; many will say that the limits have been reached. There is a real danger that, acting individually, each of the programs in communication, art, theatre/dance, music, and multimedia will continuously become smaller and less robust versions of themselves.

Acting collaboratively presents the greatest opportunity for positive outcomes. An organized structure, which brings the faculty, staff, and chairs together for planning, decision-making, and leadership, has the potential to create a shared identity, a louder voice of advocacy, a common strategic plan, and a collaborative program of publicity and outreach that will be an enormous asset in recruitment, publicity, and fundraising initiatives.

While maintaining discipline and department identities, and adhering to all faculty governance structures and contractual requirements, a School structure will facilitate collaboration on the following objectives:

- \* identify the most critical priorities;
- \* protect staff and resources by pursuing shared solutions;
- \* focus available energies and resources into targeted directions;
- \* seek innovative ways to explore cost-savings and to create new models for the future;
- \* create a greater sense of faculty ‘community’ among related disciplines;
- \* conduct regular meetings of leaders from the arts and communication units;
- \* share initiatives in community outreach, fundraising, student service-learning, and joint student activities;
- \* make a public statement that says “the arts and media” are important;

- \* encourage a more fertile atmosphere for curricular development, interdisciplinary courses and programs, and team teaching;
- \* share marketing materials and recruitment events, thus more effectively utilizing budget and personnel allocations.

It may be that the greatest immediate opportunities will be in the areas of visibility, fundraising, and arts and media advocacy. The creation of the School creates an immediate excitement and statement of importance. A unified voice will be a stronger voice.

#### Organizational Structure

Departmental identity. In discussions with faculty and staff, it is apparent that maintaining departmental identities is critically important, as is the preservation of the current curriculum, and its 'home' within the department. This proposal attests to the commitment to that departmental identities will be maintained. Each department will:

- \* maintain its departmental status, with a department office and a chairperson;
- \* retain its own curriculum and curricular governance rights;
- \* retain its individual promotion and tenure rights, as well as other aspects of faculty governance, as currently established by university policy; and
- \* continue to direct its individual staff and resources.

#### The role of the director.

A proposed Director of the School, reporting to the Dean of CLASS, will:

- \* serve as a highly-visible central representation of the arts and media – an advocate to the dean, the community, and the upper administration;
- \* plan an active role in outreach, engagement, friend-raising, and fund-raising, collaborating with chairs and faculty to meet challenges and seize opportunities;
- \* fulfill a set of administrative duties that reduces the paperwork strain on Chairs, and creates a more efficient administrative structure for contracts, course schedules, enrollment management and other administrative duties.

#### Challenges

We acknowledge that there will be challenges. The physical spread of the units in 7 buildings is less than ideal to build a sense of community. The leaders and faculty of these departments have always respected and depended on the professional expertise of their staff and plan to work with the staff to create an effective organizational structure within the terms dictated by budgets of the coming years. Limited budget absolutely mandates that the new structure be cost-neutral, created by reassigning administrative effort from one location to another – not by creating more administration, or by reducing funding for instruction. We must, and will, respect and abide by all policies and regulations of employee contracts and CSUEB governance policies.

Most importantly, the School must be 'born' in a spirit of shared goodwill – a spirit that protects and builds upon the mutual respect of the faculty and the commitment of the staff involved. This restructuring is being proposed not to remedy a problem but to create an opportunity – and the process of creating it must strive to foster an environment ready for success and collaboration.

Note: This proposal was developed by the Department Chairs of Music, Theatre/Dance, Communication, and Art, in collaboration with the faculty and staff of the units involved, and the

Interim Dean of the College of Letters, Arts, and Social Sciences. The document builds on more than two years of discussion, consideration at faculty meetings as well as open meetings, and review by a Proposal Review Team composed of faculty and staff from each unit (listed below). Following the release of the document, each department chair will conduct a poll of faculty and staff within the department to ascertain support for the proposal. Should the polling process indicate support, the proposal will begin the processes of approval as outlined in the Academic Senate documents that govern changes in academic units.

Proposal Review Team

Rafael Hernandez, Music (Chair)

Gale Young, Communication (Chair)

Thomas Hird, Theatre/Dance (Chair)

Phil Hofstetter, Art (Chair)

Maggi Sherwin, Communication

Lonny Brooks, Communication

Buddy James, Music

Mariko Abe, Music

Raquel Arcia, Multimedia

Phil Hofstetter, Art

Jan Martinez, Art

James Petrillo, Art

*This document was endorsed through votes of faculty and staff in the departments as listed below. The votes within each department took place in June, 2011.*

*Theatre & Dance: Faculty: 9 Yes; 1 No  
Staff: 3 Yes; 0 No*

*Music: Faculty 4 Yes; 1 No (1 abstained; 2 did not vote)  
Staff 4 Yes; 0 No (1 did not vote)*

*Communication: Faculty 4 Yes; 1 No  
Staff 3 Yes; 0 No (1 did not vote)*

*Art: Faculty and Staff combined: 12 Yes; 3 No (five faculty did not vote)*