

# **College of Fine Arts**

## **Vision in Action**

### **Preliminary 2010 Strategic Plan**

**Subject to future faculty consultation and integration of University strategic goals**

## College of Fine Arts

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## **Fine Arts at Texas Christian University**

The College of Fine Arts mission is to provide the finest possible education to our students. This is accomplished by hiring and retaining a strong faculty and staff, having a breadth and currency of academic programs that meet or exceed national standards, and providing the facilities, equipment, and materials for optimum learning. Our success can be found in the generations of TCU fine arts alumni who now have successful arts and business careers worldwide. The second part of our mission is to offer fine arts courses each year to hundreds of TCU students who seek to fulfill their university core requirements. These include courses to meet the fine arts requirement as well as many in the Heritage, Mission, Vision and Values categories.

The College of Fine Arts also serves the overall university and the community. Many important events in the life of the university would be diminished without the music we provide. Be it convocation, commencement, or football, music is an important element. In addition, we are a source of cultural enrichment for the campus and the community. Each year, thousands of students, faculty, staff, and members of the community attend our concerts, theatre productions, dance concerts, and art exhibitions. Moreover, we are an external face for the university. This occurs when members of the local community attend campus fine arts events, and each and every time our students or faculty perform or exhibit around the nation or the world. They are a tangible manifestation of the quality of Texas Christian University.

For these reasons, we present a strategic plan to strengthen the Fine Arts to benefit all of Texas Christian University.

### **College of Fine Arts**

School of Art

School for Classical & Contemporary Dance

Department of Design, Merchandising and Textiles

School of Music

Department of Theatre

### **Enduring Goals**

To provide the highest quality arts education within a liberal arts tradition

To enhance the quality of life through creative discovery and research in the arts

To create and educate collaboratively across disciplines

To attract and support a community of gifted students and faculty

To foster an awareness of cultural diversity

To contribute to students' development as ethical leaders and responsible citizens in a global community

To utilize the cultural institutions of Fort Worth and North Texas to enhance the education of our students, and the research and creative opportunities of our faculty

**Mission**

The College of Fine Arts provides students with a superior arts education, nurtures ethical and responsible leadership, fosters excellence in creative discovery and research, and contributes to the cultural enrichment of a global society.

**Vision**

A comprehensive fine arts college grounded in the liberal arts with nationally and regionally recognized programs.

**SWOT Analysis****Strengths**

Our faculty is well trained, hard working, and dedicated to their students. Teaching loads exceed most other colleges at TCU, yet our faculty continues to accept 3-3 and 4-4 loads because of their dedication to their programs. Morale is very good. This is a considerable advantage for planning and accomplishing our mission. Great strides have been made in our programs over the past five years because of strong departmental leadership and collegial working relationships. We also boast a fine staff who assist in the education of our students in ways too numerous count.

**Weaknesses**

Financial aid is the key to successful programs in the arts. Unlike traditional academic programs that simply desire intelligent students, ours must be intelligent AND talented. Because there is a finite pool of such individuals, we must recruit in a highly competition market. The best are always offered significant scholarships. The College of Fine Arts competes for students with major universities in the metropolitan area, the state, and the nation. We are competitors to both low cost state universities with strong arts programs, and private universities (notably SMU and Baylor) that offer higher levels of financial aid. This scholarship pressure is particularly acute in Music. It is much like the football coach who must compete for blue-chip athletes with other universities. But unlike football, where the scholarships are all equal by NCAA rules, the playing field is not level in the arts. TCU programs have less financial aid than our competitors. It must increase substantially if we are to progress

Graduate enrollment in the fine arts is in direct proportion to the aid offered. Students simply go where they receive the best assistantships. If we wish to grow our graduate program in art, art history, or music, increased aid is needed. To reinstate the MFA program in Dance, tuition and stipend aid is needed as well as an additional faculty member. Music, Dance, Art, and Art History wish to increase the size of their graduate enrollment.

With the exception of the Moudy Building, our facilities are not equal to those at competing universities. The existing Dance building is scheduled for complete renovation for which we are thankful. However additional space will be minimal, especially if the Theatre Costume Studio remains in the building. Theatre needs its costume studio in the same building as its

performance spaces. Its location in Dance is untenable. Design, Merchandising and Textiles are suffocating in their facility.

## **Opportunities**

This college has a competitive advantage of being in Fort Worth. The Dallas-Fort Worth region offers advantages such as a supply of well-qualified adjunct faculty, and opportunities for students and faculty to design, perform, and exhibit. We also enjoy collaboration with Fort Worth's cultural institutions, apparel and design businesses. Their partnerships with our disciplines create rich and distinctive educational opportunities for our students and professional outlets for our faculty. Many of our programs enjoy healthy internship opportunities in the region. We believe that we are already not merely "in," but "of" Fort Worth.

We have considerable visibility in the community. Our programs are recognized for their excellence and this creates benefits of all variety for students, faculty, and development. We can increase our advantage here.

## **Threats**

The continued success of our programs, especially in the performing arts, depends on the level of scholarship aid we offer. This aid has been regressing. Our "discount level" has decreased dramatically as tuition increases enlarge the gap in relation to the aid offered. Then in FY11 we did not receive the 6.2% aid increase to match tuition further impacting our "purchasing power." We are losing good students as a result and it will snowball as enrolling mediocre students will gradually create an image of weaker programs.

## **College Strategic Plan**

### **Preface**

Realistically, it will take increased incremental funding to make major strides in our academic programs. Added faculty, staff, operational budgets, and graduate and undergraduate financial aid will take us to the next level in fine arts education. We have not focused on this below as we assume it is a given.

### **Recruit and retain students, faculty and staff who can achieve their full potential at TCU**

1. Increase faculty research and creative activity

#### Action Steps

Provide college resources to assist faculty in major endeavors

Selectively provide teaching reductions to faculty for major projects when it does not impact the unit's teaching obligations in that area.  
Seek additional full-time faculty to allow college-wide teaching load reductions that create parity with other TCU colleges.

2. Increase financial aid to recruit high quality students

Action steps

Continue to make the case to the university administration that quality fine arts programs require a high level of financial aid.  
Continue to seek external scholarships

3. Improve access to advising for students

Action steps

Explore the possibility of a professional advising staff for students (especially freshmen) as employed in two other TCU colleges.  
Conduct fall advising refresher training for college faculty.

4. Couple the highest quality instruction for our students with appropriate resources.

Action steps.

Perform program assessment (below) and report results to Provost.

5. Increase the diversity of fine arts faculty, especially in units what are the least diverse

Action steps

Have diverse pools for open positions whenever possible  
Ensure search committees are pro-active in recruiting a diverse pool  
Utilize adjuncts to aid diversity in the faculty when possible.

**Design a vibrant learning community characterized by distinctive curricular, co-curricular and residential programs.**

1. Perform a quality assessment of each degree program for curricular effectiveness, budget, financial aid, faculty, and staff resources.

Action steps

Use national accrediting process to provide external program assessment when possible.  
Use internal university program assessment when accrediting agency process is not available.  
Report results and budget implications to Provost

2. Increase enrollment in graduate programs

Action Steps

- Increase marketing and recruitment activities for graduate programs
- Seek increased university financial aid
- Publicize the success of our graduate programs and their students
- Explore means of enhancing a sense of community among graduate students across the college.

**Sustain an environment in which rich personal interactions are enhanced by outstanding facilities and appropriate technology**

1. Work to obtain a technical support position for the college that a now contains seven specialized computer labs with minimal dedicated support. This position would relieve faculty from a duty that detracts from their teaching and research obligations.
2. Complete Dance and Music building projects

**Accelerate our connection with the greater community: Fort Worth, Texas, the nation and the world.**

1. Increase International Study and Exchange across the college

Action Steps

- Accelerate fund raising to support international study opportunities.
- Increase faculty and student international exchange by reinvigorating existing exchange agreements and targeted new partners.

2. Nurture and enhance partnerships and collaborations with the cultural institutions and relevant businesses in the region to provide opportunities for students and faculty.

Action steps

- Increase engagement with leaders of the region's cultural institutions and businesses by their participation on the College Board of Visitors.
- Create external boards or committees for the University Gallery, Centers, Festivals, and other such entities in the college as appropriate.
- Encourage and expand program specific community liaisons and collaborations such as: Dance with the Texas Ballet Theatre, TCU Opera with the Fort Worth Opera, University Art Galleries with collectors and museums, Merchandising with JC Penny, etc.

3. Increase regional and national visibility of our academic programs, our faculty and students

Action Steps

- Advertise our programs in appropriate media for recruitment and reputation

enhancement.  
Increase and support the professional activity of the faculty.  
Host professional conferences on campus.

**Couple wise financial stewardship with a well-planned entrepreneurial approach to academic opportunities**

1. Increase annual college-wide fund raising by 20% on average over the next five years.

Action steps

Gradually shift the College Board of Visitors to be more philanthropic.  
Develop new donors.  
Create external boards or committees for the Art Gallery, Centers, Festivals, and other such entities in the college as appropriate.  
Dean and unit heads work to become more effective as fund raisers.

**SCHOOL OF ART**

**Mission Statement**

OUR MISSION: to foster excellence in teaching, creativity, and scholarship while affirming visual art as an integral part of a complete liberal arts education. The School of Art provides a comprehensive education for all undergraduate art majors that includes intensive pre-professional instruction within a liberal arts university as well as graduate level professional preparation. We expect graduates to become leaders in their chosen fields. The students and faculty, in addition to their expertise and accomplishment, provide cultural, intellectual, and aesthetic stimulation for the campus, the city and beyond.

OUR VISION: to be a top-tier school of visual arts with faculty highly ranked in their fields of expertise in the setting of a private university that is recognized as an international center of excellence that possesses superior art facilities for teaching, research and creative discovery as well as for exhibiting artworks.

OUR CORE VALUES: the school values aesthetic and intellectual development in the individual, within an atmosphere of openness, tolerance, and diversity, allowing for passionate leadership in his or her own community, both locally and globally.

**Strategic Plan - 2010-2015**

- **Design a vibrant learning community and create the administrative structure for the new School of Art**
  - Activities:
    - assess Graphic Design course offerings
    - assess Studio Art course offerings
    - assess Art History undergraduate and graduate course offerings
    - assess Art Education course offerings
  - Assessment based on:
    - number, breadth, and quality of explorations
    - review of initiatives undertaken
    - academic and artistic profile and progress of matriculates
  
- **Recruit and retain students, faculty and staff who can achieve their full potential**
  - Activities:
    - increase full-time faculty positions to realize TCU's goal of a 14:1 student to faculty ratio
    - seek increased financial support for MFA Program expansion
    - initiate faculty colloquia
    - rekindle departmental dialogue on retention strategies
  - Assessment based on:
    - review of new and enhanced initiatives
    - participation in university-wide processes
    - retention rates
    - graduation rates
  
- **Accelerate our connection with the greater community: Fort Worth, Texas, the nation and the world**
  - Activities:
    - continue to investigate international experiences and opportunities in all instructional areas
    - continue and expand international programming at Fort Worth Contemporary Arts (FWCA)
    - continue to enhance each division's field-based experiences in DFW
  - Assessment based on:
    - number and quality of student and faculty experiences in foreign locations
    - number and quality of student and faculty exchanges
    - the exchange of artistic and research activities
    - inclusion of cultural diversity into curricular and program efforts

- **Sustain an environment in which rich personal interactions are enhanced by outstanding facilities and appropriate technology**
- Activities:
  - strengthen Fort Worth Contemporary Art's Budget
  - secure additional space for exhibitions and for instruction
  - upgrade and maintain the school's web presence
  - publicize professional accomplishments of the faculty
  - note professional and academic accomplishments of students
  - recognize students accepted for graduate study
  - list students achievements as interns
  - maintain relationships with graduates through program offerings in each division (i.e. having them as guest speakers in classes)
  - continue to update facilities and equipment
- Assessment based on:
  - media citations
  - number and quality of faculty publications, performances, exhibitions and paper presentations
  - number of public lectures and professionally related community services performed
  - student achievement and recognition
  - number of students placed in internships
  - number of student applications for graduate study
  - number of TCU graduates accepted to graduate programs
  - number of graduates placed in jobs in their fields
  - anecdotal info.

## **SCHOOL FOR CLASSICAL AND CONTEMPORARY DANCE**

### **Mission**

The School for Classical & Contemporary Dance's (SCCDance) mission is to develop educated dance artists who are prepared to become professionals and leaders in the global dance community.

### **Vision**

The vision of the School for Classical & Contemporary Dance is three-fold: (1) to prepare students with the skills to be creative contributors and highly marketable competitors in the dance field at national and international levels; (2) to maintain a faculty composition of artists and scholars who are recognized across the field for their leadership and expertise; and (3) to continually integrate the latest methods and practices, keeping pace with the changing demands

of dance professions and creating an environment that supports and encourages both individuality and community.

### **1. Broaden SCCD's academic and artistic presence within the TCU community**

Goal: Assess ways dance may be used in service of TCU students, faculty and staff

#### Action Steps

- Evaluate current courses and explore vetting for TCU CC designation
- Explore the possibility of offering an online course for dance majors and for general students and track response/engagement
- Investigate collaboration with other departments on campus through cross-disciplinary courses. For example: Create a second cross-disciplinary course to be offered in addition to FNRT 20903.
- Develop performance pieces for non-traditional spaces requiring minimal theatrical components

### **2. Create a Wellness Program for dancers, dance faculty**

Goal: Explore and implement ideas to support health and well-being

#### Action Steps

- Explore TCU campus resources for potential partnerships
- Examine wellness programs of other respected dance programs
- Investigate and interact with community resources
- Create Wellness Days with targeted topics for all dance majors

### **3. Develop a dance alumni network**

Goal: Assess ways to engage TCU Dance alumni to support each other, current dance majors and the School for Classical & Contemporary Dance

#### Action Steps

- Explore the formation of a local dance alumni group
- Investigate ways SCCDance might support alumni communication across the US
- Investigate ways TCU dance alumni might support current students
- Explore ideas to involve local TCU alumni in support of SCCDance

### **4. Recruit and retain excellent dance students**

Goal: Assess the SCCDance recruiting and audition policies and processes

#### Action Steps

- Evaluate the audition process

- Evaluate and expand our involvement with the TCU Office of Admission
- Explore effectiveness of marketing tools
- Seek feedback from current dance majors and alumni

## **5. Continue to expand the visibility and reputation of TCU SCCDance**

Goal: Develop relationships for mutual support

Action Steps:

- Build on and expand relationships with professional dance organizations across the US and internationally (NASD, CORD, CORPS de Ballet, NDA, NDEO, WDA, ACDF, SDHS)
- Build on and expand relationships with organizations in Fort Worth/Metroplex (TBT, AHHS, FW Sister Cities International, etc.)
- Explore outreach and service opportunities to the TCU and Fort Worth communities

## **DEPARTMENT OF DESIGN, MERCHANDISING AND TEXTILES**

### **Mission**

The Department of Design, Merchandising & Textiles mission is to provide an educational environment rich in professional partnerships and current industry practices for the advancement of individuals as future leaders in a global society.

### **Vision**

The vision of the Department of Design, Merchandising & Textiles is three-fold: 1). to prepare students with the skills to be highly competitive at national and international levels, 2). To maintain a faculty composition of highly recognized scholars and practitioners within their respective areas of expertise 3) to continually integrate the latest technology and industry standards to keep pace with the changing demands of the fashion merchandising and interior design professions.

### **1. Recruit and retain students, faculty, and staff who can achieve their full potential at TCU**

Goal: Assess Staffing

- Evaluate faculty line needs
- Add full time technology staff
- Evaluate need for departmental advisor to:
  - meet with prospective/admitted students

- assist with and/or carry-out advising
- represent DEMENT at the major/minor fair and recruitment efforts

Action Steps

- Evaluate class size and number of majors
- Assess faculty teaching loads and contact hours

**2. Design a vibrant learning community characterized by distinctive curricular, co-curricular and residential programs**

Goal: Professional development of students through assessment of curriculum offerings and needs

Action Steps:

- Evaluate current course offerings & degrees offered
- Assess current courses offered by utilizing the System for Learning Outcomes Manager
- Investigate collaboration with other departments on campus through cross-disciplinary courses
- Explore study broad programs for students

**3. Sustain an environment in which rich personal interaction is enhanced by outstanding facilities and appropriate technology**

Goal: Conduct a Space Study to determine teaching, classroom, and administrative needs

Action Steps:

- Assess current space for curricular and classroom needs
- Develop a plan to expand the current facility
- Assess instructional technology for professional development of students
- Investigate development of a costume/design gallery for display purposes to the general population and use by students
- Investigate equipment and facilities requirements for instruction that were lost during move from Bass to DEMENT

**4. Accelerate our connection with the greater community: Fort Worth, Texas, the nation and the world**

Goal: Develop Visibility of DEMENT Center for Merchandising Research & Education and the Center for Lighting Education

Action Steps:

- Continue to build teaching collaborations with community organizations (e.g., SafeHaven) and industry professionals (e.g., J.C. Penney)
- Build connections through specific programs: Knowledge for Success Business Development Specialists and Fort Worth for women, entrepreneurs within the merchandising/interior industries, alumni and friends; Create funding sources for the two Centers
- Host an open house weekend for local high school students and interested community members
- Seek educational/community learning opportunities that involve our centers in professional projects.
- Investigate opportunities for fundraising working with University Advancement staff

## **SCHOOL OF MUSIC**

### Vision

- To become a world-class university school of music, acknowledged as one of the finest in the country

### Goals

- Maximize enrollment and faculty size to enable a level of musical excellence commensurate with that of top-tier music programs
- Provide facilities, equipment, and technology necessary to support programs of international stature and to serve as an aid in student and faculty recruiting
- Offer programs of study that facilitate music learning and enhance our focus areas of large ensemble performance and piano

### School of Music - NOW

- Traditional School of Music with focus areas in piano and large ensemble performance
- 32 full-time, regular faculty; 26 part-time faculty (FTE: 65% full-time/35% part-time)
- ~200 music majors – level good to excellent
- Facilities do not meet current needs; do not aid in image or recruitment of faculty or students

### School of Music - FUTURE

- Traditional School of Music with focus areas in piano and large ensemble performance
- 46 full-time, regular faculty; 5 FTE part-time faculty (FTE: 90% full-time/10% part-time)
- ~375 music majors – level excellent
- Facilities that more than adequately serve all functions – they also play a major role in the recruitment of both faculty and students and strikingly manifest TCU's commitment to music

## Executive Summary

The School of Music at Texas Christian University has been designated a “Center of Excellence” by the University trustees and administration, one of only a few academic areas so designated. As a “flagship” program or “reputation-defining” program, the School of Music has seriously embraced this designation and carefully prepared its answer to the question: “Consistent with TCU’s VIA Cardinal Principles of strategic planning, what will it take for the TCU School of Music to become a top-tier School of Music, a program for which TCU is known worldwide, a program that manifests the very best of which TCU is capable?” What follows is a brief summary of that answer.

The TCU School of Music currently is an excellent, moderately sized school capable of extraordinary accomplishments, driven by a distinguished but undersized full-time faculty, a student body of bright and very busy students, a physical plant inadequate for its current programs, and an operating budget insufficient for current needs. In order for the School of Music to attain the levels above, we must exhibit the highest quality in faculty and students, physical facilities, and programs. Significant expansion, improvement, and infusion in the following broad areas must be achieved:

- Faculty size/complexion
- Staff size
- Enrollment
- Scholarship and Financial Aid
- Physical facilities
- Operating Budget
- Program Definition/Enhancement

• ***Recruit and retain students, faculty and staff who can achieve their full potential at TCU.***

### Faculty Size/Complexion

As the largest academic department at TCU, 58 faculty members are employed in the School of Music, but only 32 are full-time, regular faculty members. The additional 26 adjunct or commissioned faculty members range in FTE from full-time to .10 resulting in a total School of Music FTE of ~40. Only 65% of the total FTE resides in the regular full-time faculty. This dependence on non-regular faculty results in limitations on the activities and potential of the programs within the School. In essence, the School is pursuing precisely the programs it needs to pursue, simply without the full-time resources to reach its goal. Of the five largest programs at TCU, music has by far the largest percentage of non-regular faculty.

**Recommendation:** Over the next 5 years, convert adjunct faculty to full-time faculty, bringing the total regular faculty FTE commitment to approximately 46, with a commensurate change in the proportion of full-time faculty to adjuncts to approximately 90%. (It should be noted that the School currently employs the equivalent of 13 FTE in adjuncts; thus the net increase is approximately 12 new lines.) These faculty must be among the very finest anywhere.

## Staff Size

Add additional staff as required to support increased program size and complexity. As the School of Music grows in faculty and staff size, as well as increased levels of activities, additional staff members will be necessary. Primary among these needs are staff specialists in public relations/audience development and in computer technology.

**Recommendation:** Over the next five years add five new staff lines in administration, marketing/PR, maintenance, and technology areas. This would make the School comparable to those of similar size with whom we compete.

## Enrollment

Presently the music major enrollment of the School of Music approaches 200, with approximately 18% of those students in graduate or artist diploma study. It is imperative that a major school of music is comprehensive; that is, it must be strong in the primary areas of ensemble performance, applied performance, and music literacy. If the goal is to be a major program, no one area can excel without the others being strong. Ensemble performance includes Orchestra, Choir, Band, and Opera, applied performance includes performance instruction in all instruments and voice areas used in these ensembles, and music literacy involves the study of music theory and music history. A healthy graduate enrollment is critical in order to provide exposure to the highest levels of student artistic development within the ensembles and studios.

**Recommendation:** In order to accomplish our goals, maintain its comprehensive nature, and rise to the level of a major national school of music, music major enrollment needs to rise to approximately 375 music majors, with 20-25% graduate students. These music majors must be chosen from among the very best students anywhere.

## Scholarship and Financial Aid

At present, 75% of the School's 180 undergraduate majors receive music merit-based (music merit) financial aid at some level, however the total amount of this aid aggregates to only 42% of the total cost of those students' tuition (undergraduate only). This means the large majority of TCU's music students receive only partial financial support. In order to compete for the finest music students (many of which are tracked from as early as the 8<sup>th</sup> grade), music merit-based scholarships must rise to a level competitive with other schools. Prospective music majors choose from among multiple offers to attend music schools. Often the highest offer wins, the decision often never progressing to the point where program quality becomes the primary criterion. The School of Music's scholarship budget must be funded to a level that enables us to compete "on a level playing field." We must offer the best students scholarship support that is commensurate with that offered by our competitors. Given this, we believe that as our program develops, the best students will opt for TCU based on its faculty, its facilities, and the quality of its programs.

That said, the TCU School of Music wishes to enumerate three different types of music-based financial aid; aid packages that truly recognize the uniqueness of our students' contributions: 1)

merit scholarships for music majors, 2) large ensemble performance awards, and 3) athletic band service awards.

**Recommendation:** Increase the School of Music’s scholarship allocation by 33% each year for five years, thereby raising the budget from approximately \$1M to \$4M. With the increase in overall enrollment and the number of graduate students, these levels will enable us to compete for those students needed to reach the levels of program quality to which we aspire. Increase the number of graduate assistantships by 8 per year for five years.

• *Sustain an environment in which rich personal interaction is enhanced by outstanding facilities and appropriate technology.*

### Physical Facilities

A hallmark of a top-tier program (in any area) is first-rate facilities. TCU’s School of Music currently operates in facilities that, while outwardly attractive, do not meet the needs of our current programs and level of activity, not to mention those to which we aspire. There is literally no area of the School’s current programs that enjoys excellent facilities. Some are adequate, but quite frankly most are inadequate. From having no dedicated rehearsal facilities for orchestra, opera, or percussion to undersized rehearsal rooms for both band and choir to insufficient practice rooms for even our current enrollment, our space problems are in a word, severe. To become a top-tier School of Music – a program that TCU holds up to the world as the best anywhere - we must have not only adequate facilities, but facilities that rival those of any music school in the country. Our facilities must not simply serve our programs, but state to the world, “TCU believes THIS is how you should house a music school.”

**Recommendation:** Numerous plans have been discussed in recent years dealing with small fixes for one or two space issues in the School of Music. Due to the numerous space issues above together with the anticipated space needs associated with our projected growth, the best solution is the construction of a new stand-alone comprehensive music facility. While some of the plans previously suggested are quite creative in concept, they address only current needs and at times compromise the aesthetics of our campus. Construction of a new music center will aggressively communicate to the world TCU’s commitment to music and the arts while maintaining the beauty and usability of its current campus. Estimated cost: \$43M. (It should be noted here that from a fundraising standpoint, of all academic buildings, music centers are perhaps the most attractive to potential donors.)

• *Couple wise financial stewardship with a well-planned entrepreneurial approach to academic opportunities.*

### Operating Budget

The total operating budget (non-personnel) for the School of Music and its constituent elements (band, orchestra, choir, opera) is approximately \$250K. These amounts are insufficient for our current programs and certainly will not support the programs we envision in the future. In order to be a top-tier program, our operating budgets must not only enable us to conduct normal

business but provide for a level of support that includes creative experimentation, new initiatives, and the ability to take advantage of unforeseen opportunities. In music, the largest unfunded expense is instrument purchase, maintenance, and upgrade. For example, the School of Music currently houses a piano inventory worth \$2.4M if replaced at today's prices. The recommended annual maintenance cost for these pianos is \$82K/year, and they should be replaced after 10 years (on rotation) at an annual cost of \$250K. Again, this is just for the pianos in our current inventory. Following our projected growth and requested facilities improvement, the piano inventory will grow. The same issue exists with respect to acquisition, maintenance, and upgrade for all our large instrument inventories, from percussion instruments, bassoons, and saxophones, to string basses and harps. At present there is NO budget in the School of Music for the purchase or upgrade of any musical instrument. A small but inadequate budget for piano repair exists and is funded by student fees.

**Recommendation:** Over a five-year period, increase the operating budget of the School of Music by 25% per year and build an equipment acquisition, maintenance, and upgrade budget that will adequately maintain and replace our needed inventory. (This equipment budget will increase by \$50K each year for five years until it reaches \$250K.) Add additional staff as required to support increased program size and complexity.

- *Accelerate our connection with the greater community: Fort Worth, Texas, the nation, and the world.*
- *Design a vibrant learning community characterized by distinctive curricular, co-curricular, and residential programs.*

#### Program Definition/Enhancement

School of Music programs, as they currently exist form what may be described as a traditional academic music model. That is, they focus on music teaching and learning within the larger liberal arts model. We at TCU believe very strongly in educating the whole student - creating an educated citizen who is professionally proficient as a music performer and/or teacher. We are not a conservatory. We believe strongly that this model is appropriate for TCU, and we will endeavor to maintain and protect it as we grow. Nevertheless, we plan to embrace emerging technologies as well as new and innovative opportunities as they arise. Realizing the need to focus resources and target opportunities, the School of Music has designated its areas of emphases as large ensemble performance and piano.

**Recommendation:** Maintain the format and structure of our current program with its strategic emphasis on piano and large ensemble performance, explore new program possibilities as they emerge, and continually monitor the effectiveness and impact of our current programs. Expand interdisciplinary activities, especially within the College of Fine Arts, and our connections with the community, the state, nation, and world.

- *Sustain an environment in which rich personal interaction is enhanced by outstanding facilities and appropriate technology.*

## Endowed Positions

Endowed positions enable the School to recruit nationally known artists and scholars to the faculty that greatly enhance the reputation of a program. In turn, the work of such individuals attracts the most talented students and faculty to the institution. There are three Endowed Chairs that are priorities for the School.

**Recommendation:** Establish three endowments in key positions, Director of the Orchestra, Director of the Chorus, Director of Bands, and Pianist-in-Residence (pedagogy).

## Specific Strategic Goals and Action Steps

- Increase enrollment numbers and quality, fulltime faculty numbers, better and more space
  - *Recruit and retain students, faculty and staff who can achieve their full potential at TCU.*
  - *Sustain an environment in which rich personal interaction is enhanced by outstanding facilities and appropriate technology.*
  - *Design a vibrant learning community characterized by distinctive curricular, co-curricular, and residential programs.*

Action Step: add virtual acoustics to selected studios and practice rooms

- Explore increased outreach activities on the part of faculty and students
  - *Accelerate our connection with the greater community: Fort Worth, Texas, the nation, and the world.*
  - *Design a vibrant learning community characterized by distinctive curricular, co-curricular, and residential programs.*

Action Step: increased activity/liaison with Youth Orchestra of Greater Fort Worth

- Continue Comprehensive SOM Technology Enhancement, including Internet2
  - *Sustain an environment in which rich personal interaction is enhanced by outstanding facilities and appropriate technology.*

Action Step: increase number of long distance masterclasses

- Continue refining SOM budget model procedures and policies to better coordinate and use available funds

- *Couple wise financial stewardship with a well-planned entrepreneurial approach to academic opportunities.*

Action Step: pursue endowed funding for ongoing special programs

- Refine SOM scholarship procedures and policies to better coordinate and use available scholarship funds

- *Recruit and retain students, faculty and staff who can achieve their full potential at TCU.*
- *Couple wise financial stewardship with a well-planned entrepreneurial approach to academic opportunities.*

Action Step: restore viability of Music Activity Scholarships

- Aggressively develop SOM website

- *Accelerate our connection with the greater community: Fort Worth, Texas, the nation, and the world.*
- *Sustain an environment in which rich personal interaction is enhanced by outstanding facilities and appropriate technology.*

Action Step: add additional video and more user-focused content

- Develop and implement SOM assessment plan and cycle

- *Design a vibrant learning community characterized by distinctive curricular, co-curricular, and residential programs.*

Action Step: evaluate and develop applied music assessment paradigm

- Explore and define strategies for increasing visibility locally, nationally and internationally

- *Accelerate our connection with the greater community: Fort Worth, Texas, the nation, and the world.*

Action Step: enhance local arts calendar presence by partnering with local arts organizations

Action Step: increase international activity through masterclasses, residencies, and touring

- Explore and define strategies for improving the learning environment for music students

- *Design a vibrant learning community characterized by distinctive curricular, co-curricular, and residential programs.*
- *Sustain an environment in which rich personal interaction is enhanced by outstanding facilities and appropriate technology.*

Action Step: investigate the possibility of creating a living/learning community for music students

- Explore and define general and specific fund-raising targets and priorities

- *Couple wise financial stewardship with a well-planned entrepreneurial approach to academic opportunities.*

Action Step: fund new music center

- Explore the possibility of increased cooperative efforts with Extended Education

- *Accelerate our connection with the greater community: Fort Worth, Texas, the nation, and the world.*
- *Design a vibrant learning community characterized by distinctive curricular, co-curricular, and residential programs.*

Action Step: expand educational offerings for adult learners

- Explore the possibility of increased collaborative opportunities with other units of the College

- *Design a vibrant learning community characterized by distinctive curricular, co-curricular, and residential programs.*

Action Step: produce more inter- and multi-disciplinary programs

- Explore feasibility of BMA program

- *Design a vibrant learning community characterized by distinctive curricular, co-curricular, and residential programs.*

- *Recruit and retain students, faculty and staff who can achieve their full potential at TCU.*

Action Step: study successful BMA programs and their possible implementation at TCU

## **THEATRE DEPARTMENT**

### **Mission**

TCU's Department of Theatre's mission is to provide the highest quality artistic and academic theatre education in a liberal arts environment, foster excellence in creative theatre production and research, and contribute to the cultural enrichment of a global society.

### **Vision**

Our vision is to be a prominent private university Theatre Department, anchored in a liberal arts environment, and recognized for our diverse, challenging, and collaborative artistry; our commitment to creative discovery through theatre production and research; our global perspective; and our commitment to fostering leadership and the comprehensive artistic development of our students.

### **Core Values**

The TCU Department of Theatre values academic and artistic achievement, academic and artistic freedom and integrity, dignity and respect of the individual including a heritage of inclusiveness and tolerance, and a responsibility to the discipline of artistic collaboration in the theatre.

### **Strategic Plan**

#### **1. Maintain and enhance the Trinity Shakespeare Festival, TCU's professional summer stock Shakespeare repertory theatre company**

Rationale: The existence of a high-quality professional Shakespeare summer stock meets many of our goals of being world class: creating professional opportunities for our students, showcasing the work of our students and faculty, bringing notoriety, awards and new audiences to campus

Goal: Acquire long-term funding to replace expiring VIA grant from TCU

#### **Action Steps:**

- Apply for TSF Grant from the Ann Rhodes Foundation
- Increase membership drive for TSF
- Make strategic requests to potential TSF donors, and foundations

## **2. Achieve accreditation by the National Association of Schools of Theatre**

Rationale: NAST accreditation provides important external verification of the quality of our program and our university. This accreditation has the potential to enhance recruiting, development and other important factors in our future growth and improvement.

Goal: Complete the NAST application, site visit, review and accreditation process

Action Steps:

- Work closely with NAST to complete the required self-study
- Begin annual participation in the required HEADS survey
- Schedule site visit for NAST team

## **3. Improve our consistency in achieving target numbers in freshman Theatre BFA recruiting**

Rationale: Some of our BFA degree emphases have many more prospective students interested in them (Musical Theatre, Acting), than others (Design, Production, Theatre Studies).

Goal: Consistently reach our target numbers for freshman BFA Theatre students: 10 BFA Acting, 10 BFA Musical Theatre, 5 BFA Design, 5 BFA Production, and 5 BFA Theatre Students.

Action Steps:

- Increase focused recruiting efforts for Design, Production, Theatre Studies students

## **4. Achieve a faculty/staff appropriate to our current curriculum and teaching needs**

Rationale: We cannot deliver the world class education in Theatre that TCU promises without increased numbers of Theatre faculty and staff.

Goal: To gain 3 new full-time faculty positions, and the equivalent of 1 ½ full time staff positions.

Action Steps:

- Continue to request and lobby for these required faculty/staff with our Dean and Provost

## **5. Provide competitive Theatre scholarships/grants to attract world-class Theatre students to TCU**

Rationale: Unlike many other academic programs, the competition for the most talented high school Theatre students is fierce. TCU aspires to have the very finest academic and artistic

Theatre students, but to do so we will need greatly increased scholarship and grant monies devoted specifically to Theatre.

Goal: To at least double the amount of Theatre scholarships/grants budgeted for us to award each year, and to increase the number of endowed Theatre scholarships at TCU.

Action Steps:

- Working with Development, to increase the number of endowed Theatre scholarships at TCU
- Continue to request and lobby for increased annual scholarship/grant budget from Financial Aid and Admissions

## **6. Increase our Theatre production budget and Departmental operating budget**

Rationale: In order to produce 8 major Theatre TCU productions each year, we need considerable budget dollars for purchases of fabric, lumber, steel, paint, props, equipment, etc. Our teaching curriculum also requires unusual expenses: swords and other theatrical weapons, props, mats, exercise and training equipment, and large numbers of scripts. Theatrical performance royalties are also keenly expensive. These costs increase exponentially each year, while our production and operating budgets remain flat or increase by only a few percentage points.

Goal: To at least double the amount of our annual Theatre production budget and our Departmental operating budget

Action Steps:

- Working with Development, to find donors who would like to underwrite annual Theatre TCU productions, perhaps even endowing a named performance series
- Continue to request and lobby for increased annual production/operating budgets from the Dean and the Provost

## **7. Participate annually in the Kennedy Center American College Theatre Festival**

Rationale: The Kennedy Center American College Theatre Festival is an annual program that recognizes and celebrates outstanding Theatre achievements by students and faculty across the country with scholarships and other recognition programs. [Note: The Chair of the TCU Theatre Department is currently serving as a National Officer of KCACTF, and, consequently, our department has been reluctant to enter during his term to avoid the appearance of conflict of interest.]

Goal: To enter at least one Theatre TCU production at the Associate Entry level.

Action Steps:

- To coordinate with the Theatre TCU faculty and choose the appropriate production(s) to enter in KCACTF.

## **Long range planning**

Goal: To improve our facilities, specifically adding a Costume Studio to the Ed Landreth/Walsh Center complex; adding more office, classroom, rehearsal and renovating Landreth/Walsh; and adding a theatre capable of seating approximately 500 and appropriate for staging large musicals and Shakespeare productions.

## **Other College Programs: Arts Administration Minor**

Goal - increase enrollment in the minor by 50% in three years

- Action step - increase publicity and visibility for the minor on campus

Goal - enhance career placement for students

- Action step – work with TCU Career Services to increase placement
- Action step – seek more internships

Assessment

Examine data on goals to determine success

Begun with a small 2005 VIA SIF grant to examine the feasibility of such a minor, this program has grown steadily and now has over 30 declared minors. Courses consist of nine hours in business, six in arts administration, and three in fine arts (outside the major). The arts administration courses are taught entirely by adjunct faculty and there has been a high rate of turn-over. The program now appears to be in good hands and it is enjoying a surge in enrollment. Students are finding employment in arts administration after graduation.