

School of Music, Theatre, and Dance Administrative Realignment

Submitted to SCOP by Jeffrey Ward, Director

The Director and Associate Directors of the School of Music, Theatre, and Dance met over Summer 2018 and identified the administrative tasks that occur within the School. After analyzing the administrators, faculty, and staff who are responsible for these tasks, the Director and Associate Directors are proposing the following realignment to the School's Administrative Structure to the School Committee on Planning (SCOP) and request the proposal be recommended by SCOP for approval to the entire School faculty in order to be implemented beginning Summer 2019.

The need to review the administrative duties of the School were:

1. Misalignment between funding and administrative structure: funded as one unit, but are structured as a unit with three sub-units.
2. Redundancies in administrative work because of program structure.
3. Lack of personnel with School rather than program duties.

At the beginning of the discussion, the Director and Associate Directors set guiding principles for our discussion:

1. Input and consensus is needed from a broad spectrum of the School.
2. All administrative tasks needed to be considered so that nothing is dropped or that the quality of service does not diminish due to it occurring at the School- rather than program-level.
3. Unifying processes for the sake of unity should not be a motivation for change.
 - a. If a process makes sense to live in a program or program within a program, don't change it for the sake of having it at the School level.
4. Transparency in our processes and the ability to collect meaningful data so that we can make appropriate decisions across the School is important.
5. Leveraging faculty's interests and skill sets in terms of service and administration is vital.
6. Faculty governance must be maintained in terms of:
 - a. Curriculum.
 - b. Personnel matters.
 - c. Advisory Groups.
 - d. Mission articulation, communication, and fulfillment.

Based on the analysis of administrative tasks across the School, the Director and Associate Directors are proposing the following:

Director. In addition to overseeing the overall operations and management of the School, the Director will coordinate/facilitate the following specific areas:

- Overall MTD Budget
- Personnel
- Policy, Academic and Operations
- Contracts

- Development
- Advisory Council
- Student Leadership

Associate Directors. The three current roles of Associate Directors will shift from Associate Directors for Music, Theatre, and Dance to Associate Directors for (below represent areas in which the Associate Directors will coordinate/facilitate):

Academic Affairs

- Curriculum
- Assessment
- Accreditation
- Faculty Development
- Research
- Grants
- KBOR Issues
- Academic Events
- Community School for the Performing Arts

Recruitment and Student Services

- Recruitment and Admission
- Line Schedule
- Student Records
- Academic Advisement
- Outreach

Performance and Productions

- Event Schedule
- Facilities
- Production Budgets
- Production Policy
- Facilities
- Recitals, including recording
- Oversee Marketing and Box Office

Associate Directors will receive an instructional reassignment for directed service in the fall and spring semesters. Additionally, Associate Directors will be expected to be available for meetings and work on special projects during the summer for which they will receive a stipend.

With approval of this proposal, the Director will solicit faculty within the School to apply for an Associate Director position to begin in Summer 2019. Upon reviewing candidates, the Director will appoint Associate Directors. Associate Directors will be evaluated as a part of the annual evaluation process (work as an Associate Director is considered Directed Service) Additionally, the Director will annually solicit faculty and staff feedback of the Associate Director in regards to Associate Director duties.

Division Chairs. Faculty will have a primary division affiliation and some faculty, depending upon their teaching and/or RSCAD assignments, will have a secondary division affiliation. Each division will be chaired by faculty member whose primary affiliation is within that division. The duties of division chairs will be as follows:

- Review line schedule for courses within the division.
- Consult with the Director regarding personnel matters.
- Serve on a School Advisory Committee.
- Other duties specific to the Division.

Division chairs will call a meeting of the division faculty as the chair sees fit.

The School will establish the following seven divisions:

- Academic (including music education; music theory, history, and composition; theatre history and criticism; and drama therapy): 11 primary, 11 secondary faculty
- Voice and Choral: 8 primary, 1 secondary faculty
- Wind, Percussion, Band, and Jazz: 13 primary, 2 secondary faculty
- Strings, Keyboard, and Orchestra: 7 primary faculty
- Acting and Directing: 3 primary; 4 secondary faculty
- Theatre Design, Tech, and Management: 7 primary faculty
- Dance: 4 primary faculty

Division Chairs will receive an instructional reassignment for directed service in the fall and spring semesters.

With approval of this proposal, the Director will solicit faculty within the School to apply for a Division Chair position to begin in Fall 2019. Upon reviewing candidates, the Director will appoint Division Chairs. Division Chairs will be evaluated as a part of the annual evaluation process (work as a Division Chair is considered Directed Service) Additionally, the Director will annually solicit faculty and staff feedback of the Division Chair in regards to Division Chair duties.

Advisory Committee. In addition to current School Committees, the School will add a School Advisory Committee. The purpose of the committee is an opportunity for Division Chairs to represent their divisions to the School administration and to guide the work of the School in the fulfillment of its mission. Through this structure, it is hoped that tasks that may have been completed by Associate Directors serving as program directors will not be “lost” in this new structure. The membership of the Advisory Committee will be:

- Director
- Associate Directors
- Division Chairs
- Graduate Program Directors

Faculty Meetings. If one of the Associate Directors is a music faculty member, this Associate Director will chair music faculty meetings. If more than one Associate Director position is held by

a music faculty member, the Director will appoint one of these Associate Directors to chair music faculty meetings. If a music faculty member holds no Associate Director position, the Director will appoint a Division Chair who is a music faculty member to chair music faculty meetings.

If one of the Associate Directors is a theatre faculty member, this Associate Director will chair theatre faculty meetings. If more than one Associate Director position is held by a theatre faculty member, the Director will appoint one of these Associate Directors to chair theatre faculty meetings. If a theatre faculty member holds no Associate Director position, the Director will appoint a Division Chair who is a theatre faculty member to chair theatre faculty meetings.

Dance faculty meetings will be chaired by the Dance Division Chair.