Arts and Administration Program (AAD)

School of Architecture and Allied Arts
University of Oregon

Program Overview and Strategic Priorities
Last Updated May 2012

We educate cultural sector leaders and participants
to make a difference in communities.

The Arts and Administration Program at the University of Oregon informs cultural sector administration, policy, research, and education. We prepare and inspire cultural leaders based on the belief that they must be familiar with the social, cultural, economic, environmental, political, technical and ethical contexts in which arts and culture flourish.

Program Overview, Updated Spring 2012

Instructional Activities

AAD currently provides specialized education toward an M.A./M.S. in Arts Management, a doctoral supporting area for School of Music students, and a Community Arts Minor for undergraduate students. Collaboration with other academic units offers our students certificate opportunities in Museum Studies and Nonprofit Management. Current graduate level areas of concentration include Community Arts Management, Media Management, Museum Studies, and Performing Arts Management. A new graduate concentration in Arts in Healthcare Management will be launched in fall 2012. AAD is the academic home of Cinema Pacific, and we are an academic partner in the Oregon Folklife Network. AAD provides oversight of the White Box gallery at the UO White Stag Building in Portland. Faculty also instruct in-class and online undergraduate courses meeting general education requirements, and are frequent participants as faculty for UO First-Year Programs and the Clark Honors College. About 3,000 UO students are taught every year by AAD faculty.

Research Activities – AAD & CCACP

AAD tenure-related faculty all hold doctoral degrees, all pursue an active research agenda (with a strong regional as well as international focus), and all participate in professional networks and associations. Complementary research initiatives are initiated and managed individually, but are supported by an "umbrella" research center – the Center for Community Arts and Cultural Policy (CCACP, formerly the Institute for Community Arts Studies). The mission of the CCACP is to "sustain and strengthen arts, culture and heritage in the American West through research, policy, education, and community engagement." In summer 2012, the administrative structures of AAD and CCACP will be merged.

Faculty and Staff

AAD is comprised of five tenure-related faculty positions. With our senior faculty member promoted to the position of UO Senior Vice Provost for Academic Affairs, we have secured a Visiting Associate Professor position for 2012-2013. Instruction is also provided by approximately 20 adjunct instructors. As of summer 2012, AAD staff support includes a 1.0 FTE Managing Director, a 1.0 FTE Office Coordinator, and a 0.125 FTE Instructional Technology Specialist. Research and teaching in the field of arts administration is inherently multi- and interdisciplinary. The program collaborates with a broad range of AAA/UO units, including Historic Preservation, PPPM, Architecture, Continuing Education, the School of Music and Dance, College of Education, Anthropology, Museums, Folklore, School of Law, and the Interactive Media Group, and many others.

Arts and Administration Program
Basic Strategic Plan: Program Mission, Goals, and Action Steps

Background

Concurrent with the School of Architecture and Allied Arts' strategic planning process of 2006-2007, the Arts and Administration Program revisited its strategic plan. The following items outline AAD's strategic priorities and action steps agreed upon by faculty in winter 2007, then updated in spring 2009 and again in fall 2011. Initially, by means of the goals and steps provided below, AAD aimed to address strategic priorities specified at the levels of "Tier 1" (AAA school-wide), "Tier 2" (involving at least two AAA programs/departments), and "Tier 3" (specific department/program action steps). As demonstrated below, AAD has proactively addressed all AAA school wide priorities (key words: sustainability, international, interdisciplinary, excellence, collegiality, Portland). In revisiting the strategic plan in fall 2011, additional macro-level considerations such as the new UO Budget Model, the current A&AA strategic visioning process and capital campaign, and the potential for public-private restructuring of the UO business model must be considered. This strategic plan is meant to be a "living document" which will continue to evolve.

AAD MISSION STATEMENT

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to make a difference in communities.**

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CCACP Mission Statement

We sustain and strengthen arts, culture, and heritage in the American West
through research, policy, education, and community engagement.

AAD-HP-CCACP Interdisciplinary Publicity Statement

Working together to prepare leaders to sustain, manage, and preserve
the arts, culture, and heritage in an international context.

Primary Goal 1 (ongoing)
To foster a strong and sustainable Arts and Administration Program.
Priorities
- To revisit AAD's strategic orientation, given changing UO and AAA Priorities.
  (2006-2007: sustainability, international, interdisciplinary, excellence, collegiality, Portland)
  (2011: new budget model, UO business model. A&AA Vision: "We can become a radically
  inclusive, deep & experimental aggregator for learning.")
- To support excellence in faculty research, teaching, and community engagement.
- To encourage complementary undergraduate and graduate program offerings.

Primary Goal 2 (ongoing)
To ensure a robust teaching and research environment for all AAD faculty.
Priorities
- To foster a departmental environment in which junior and senior faculty can
  advance to promotion and tenure.
- To encourage, recognize, and support a strong adjunct faculty team.

Secondary Goals (ongoing, not prioritized)
- To review our academic and professional education offerings.
- To consider, support, and implement interdisciplinary research and teaching
  initiatives.
- To review the effectiveness and efficiency of our academic programs.
- To increase the diversity of students and faculty within AAD.
- To effectively recruit the number and quality of students desired by AAD.
- To promote a sustainable, flexible, entrepreneurial funding plan for AAD.

AAD Strategic Action Steps, 2011-2013

To address the goals listed above, specific collective action steps over the next two to
three years will be the following (these are not prioritized):

Program Strategic Initiatives

1. **Address personnel transitions and leadership succession issues in the AAD tenure-
   related faculty and program administration.** Action steps include:

   Secure high-quality tenure-related faculty critical to program sustainability;

   Continue to build a strong and secure team of adjunct faculty;

   Plan for "strategic business unit" investment and disinvestment (review all
   relationships and funding models);

Develop a new undergraduate major and enhance other undergraduate minor/certificate offerings;

Continue to build master's degree enrollment (30-35 students);

Continue to implement and expand an AAD presence in Portland;

Invest in communications, database, development, and recruitment;

Create a new model of a nimble, entrepreneurial, revenue-focused administrative support team;

Merge AAD-CCACP administrative structures.

2. Continue to more fully **integrate adjunct involvement** in our program and foster innovation and entrepreneurship in teaching among these individuals. *In process.* Specific tasks include:

To facilitate opportunities for our adjunct instructors to connect the university with the community, to serve as AAD ambassadors, and to serve as professional resources to our graduate students.

To continue to improve communication regarding the adjuncts' roles in AAD strategic priorities, as well as a better understanding of how our adjuncts' courses "fit" within AAD's instructional programs and offerings.

To explore opportunities for adjunct involvement in current and future certificate programs, intensive training initiatives (such as institutes or workshops), and distance learning (on-line courses, webinars) – especially as focused on professional development in the field in Eugene, Portland, and beyond.

To the extent possible, to support adjunct group initiatives for sharing resources and to support professional development opportunities for adjunct faculty.

To reassess AAD's current compensation structure and incentive systems to encourage adjunct instructor performance.

3. Restructure AAD's contracting policies and procedures for adjunct instructors. *In process.* Action steps include:

Work with UO Office of Academic Affairs to assess alignment of AAD policies and practices with UO NTTF policies, procedures, and practices;

As appropriate, comply with these policies to reclassify our existing adjuncts as adjunct NTTFs, career NTTFs, and according to rank and title;

Establish annual contracts (rather than term-by-term appointments) for our adjuncts if possible, and as soon as possible;

Improve in-class teaching pay for adjuncts where possible, and eliminate the payment difference between in-class and online instruction to the extent possible;

Develop consistent and transparent AAD policies for hiring adjuncts, as well as clear policies for evaluation, promotion, and re-appointment of NTTFs.

4. Cultivate and support **interdisciplinary action** (e.g., eportfolios, sustainability, internship, CCACP). *In process.*

5. Continue to develop and support opportunities for faculty **international** research initiatives and student international educational experiences. *In process.*

6. Continue to implement and expand an **AAD presence in Portland.** *In process.*

7. Continue recruitment procedures in light of **diversity and equity** consideration, as well as the desired **number and quality** of students. *In process.*

8. Develop an internal and external **public relations plan** and effective communications tools for the various constituencies associated with AAD, and as linked to CCACP. *In process.*

Program Curriculum Development

1. Continually review and revise the **AAD curriculum.** *In process.*

2. Develop an explicit **framework for concentration area curricular implementation and development** across tenure-related and adjunct instructors. *In process.*

3. Launch an **Arts and Healthcare** area of concentration in AAD's master's degree program. *In process.*

4. Review and revise the **Museum Studies certificate program,** and its integration with the Museum Studies area of concentration. *In process.*

5. Explore development of an **undergraduate curriculum** (major, minor(s) and certificate(s). The minor program is streamilined to grow recruitment in 2012-2013. We plan to launch an undergraduate major in fall 2013, and we se the opportunity for additional bundling of undergraduate coursework offerings to appeal to arts students across campus. *In process.*

6. Explore a **teaching artists / artist as entrepreneur certificate,** in association with continuing education and other stakeholders in the state. *On hold – revisit in 2014.*