

**A School of Music, Theatre and Dance  
Within the College of Arts and Sciences:  
Advantages and Opportunities**

**Submitted by  
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February 18, 2017**

The College of Arts and Sciences and the Department of Music, Theatre and Dance propose to establish a School of Music, Theatre and Dance within the College of Arts and Sciences.

The advantages of and opportunities created by this proposed structure will greatly benefit the unit, college, university and all their constituencies.

### **Advantages**

The proposed name School of Music, Theatre and Dance would:

- Increase external awareness of Oakland's performing arts programs.
- Enable recognition of the quality and stature of the programs.
- Give Oakland a more competitive edge in our capacity to recruit and enroll the best and brightest performing arts students.

Oakland's chief competitors in music recruitment are named as Schools or Colleges of Music.

Oakland's chief competitors in theatre and dance are named as Departments or Schools of Theatre or Dance.

The proposed School of Music, Theatre and Dance structure would:

- Provide a more appropriate governance structure to support the work of Oakland's performing arts faculty, staff, and students.
- Enable the three distinct disciplines of music, theatre, and dance to have their own leadership and representation to the college and university.

The current department (MTD) was formed in 1983, when extracurricular theatre and dance programs were folded into the extant music department. As the programs grew and flourished, the structure of a single department no longer served their needs.

In 2002, MTD began to function internally as a small school with three departments, which enabled the music, theatre, and dance programs to achieve their current level of excellence.

The internal change increased autonomy and decision-making within the 3 disciplinary sub-units, but between the department and the rest of the university, nothing has changed.

With this proposal, MTD and CAS seek recognition of the structure within which MTD currently operates so that the programs in music, theatre, and dance are properly represented to the college, university, and external constituencies.

### **Opportunities**

The proposed structure would enable Oakland to properly support its performing arts units.

- Music, Theatre, and Dance are distinct disciplines unto themselves. Each offers its own degree programs and courses and each serves a unique student body. In every way, these three MTD "sub-units" are and function as Departments.

- At the same time, MTD faculty and some MTD majors engage in collaborative, cross-curricular work, which is facilitated and enhanced by housing the three disciplines in one unit.
- Further, MTD has a large full-time and part-time staff that serves all three disciplines.

Therefore, while the MTD Department seeks an appropriate level of recognition for the three disciplines it houses, simply dividing MTD into three separate departments would undermine its constituents' capacity to do the work they do.

We therefore propose a structure that will

- enable each discipline to operate as a department within a structure that will support collaborative, cross-disciplinary work, and
- provide support for the unit's larger operational needs.

### **Proposed Structure**

With this proposal, MTD and CAS seek to establish:

- a "little s" School of Music, Theatre and Dance within the College of Arts and Sciences
- headed by a Director/Associate Dean, assisted by an Associate Director
- with three "little d" Departments, each headed by a Department Chair.

The Chairs would serve as academic leaders for their Departments.

The Director/Associate Dean would serve as academic leader for the School, supervise the staff that support the academic side of the unit's operations, and be responsible for the budget.

The Associate Director would coordinate the production side of the unit's operations and supervise the production staff.

In representing the unit to Oakland, the three Department Chairs would attend chairs' meetings and the Director/Associate Dean would attend Academic Council meetings.

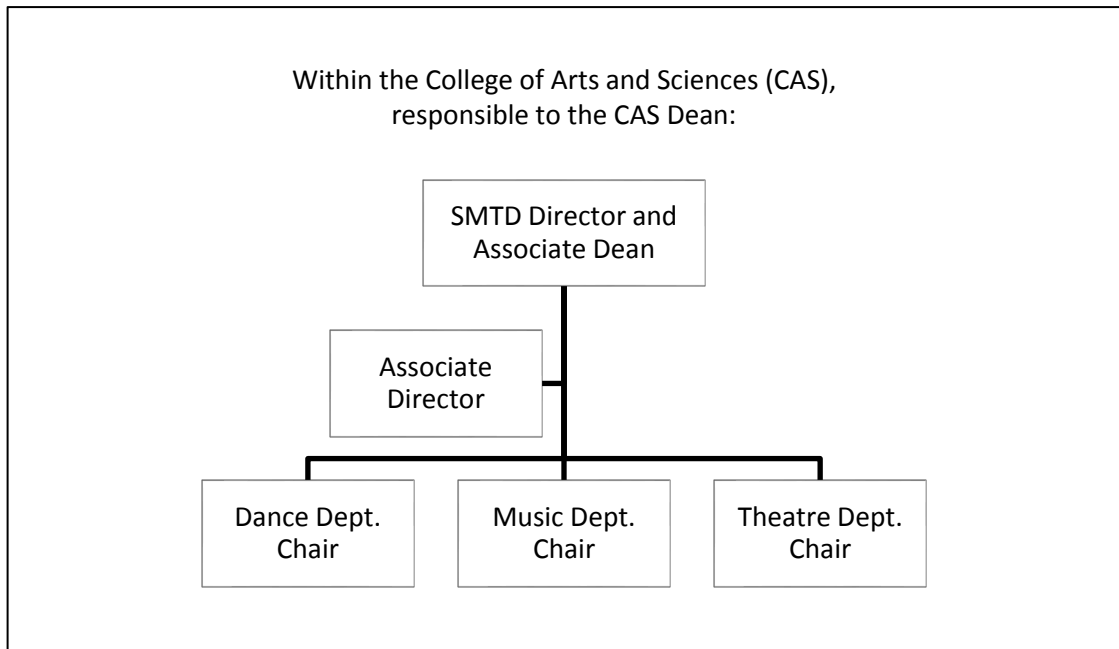
The unit currently has faculty working in all the positions requested, just not recognized as doing so. With this proposal, we seek recognition of the structure under which MTD has been operating since 2002.

- An organizational chart and job descriptions are attached as Appendix A.
- A budget to support this proposal is attached as Appendix B.

Establishing a School of Music, Theatre and Dance within the College of Arts and Sciences would enable Oakland's performing arts unit to take a large, important step forward.

We appreciate your consideration. Thank you.

## Appendix A: Proposed Organizational Structure



### SMTD Leadership Job Descriptions

#### **SMTD Director and Associate Dean**

*(5-year, renewable term; appointed by the CAS Dean; must hold at least associate professor rank)*

- Facilitate (support and enable) the work of the faculty and staff in carrying out the school's mission
- Maintain and protect the brand of the school, both internally and externally
- Oversee the SMTD budget (academic and production)
- Represent the school to the CAS Dean and externally.
- Support departments and chairs in their program development efforts
  - Includes advising proposals, shepherding through governance, and other related responses/paperwork
- Oversee faculty review process
  - maintain internal SMTD Faculty Review eSpace
- Oversee accreditation (assuring meeting standards, reporting, etc.)
- Oversee and support OU assessment reporting (music, theatre, dance, general education)
- Attend Academic Council meetings
- Liaise with CAS and OU Development personnel
  - work with donors, plan and attend events, etc.
- Supervise school office staff
  - Budget Manager
  - Marketing Manager
  - Recruitment Manager
  - Communications Assistant
  - Administrative Assistants
- Support faculty in grant writing

**Associate Director**

*(Faculty with stipend, teaches 1 + 1; appointed by SMTD Director; must hold at least Associate Professor rank)*

- Oversee departmental production (season planning, organization, issues that may arise)
  - As MTD produces more than 200 days each year, this is a large responsibility. Production is central to our learning/teaching processes, but also highly public and representative of the university to that public, and so must be attended to with care.
  - Facilitating rehearsals for and production of all these events in just 2 venues also presents numerous challenges that need to be addressed constantly.
- Supervise full-time production staff (5, and eventually 9, as we are able to add F/T assistants in all areas)
  - Production and Facilities Manager
  - Ass't Production and Facilities Manager
  - Technical Director / Scene Shop Manager
  - Costume Shop Manager
  - Technical Coordinator and Audio/Visual Technician
- Oversee hiring and supervision of part-time production staff and student workers
  - Box Office Manager
  - Group Sales Manager
  - Costume Shop Assistants (currently 3)
  - Scene Shop Assistants (currently 3)
  - Audio/Visual Assistants (currently 3)
  - Production/Facilities Office Staff (currently 4)
  - Student workers in the production area (usually 30-40)
- Oversee use of space within facilities, including assignment of faculty and staff offices /work space
- Facilitate piano contract and partnership with Evola Music
- Maintain SMTD business eSpace sites
- Plan and oversee Matilda Awards event
- Handle student issues if they move beyond the department level, as appropriate

**Department Chairs**

*(Per OU/AAUP contract: Faculty with stipend, teaches 1 + 1; appointed CAS Dean, upon recommendation by SMTD Director)*

- Academic leader of department, including:
  - Class schedule, monitoring class size, cancelling under-enrolled classes, student issues, conferring honors, graduation audits, etc.
  - Mentor new faculty or appoint mentor, as appropriate
  - Hire, supervise, and evaluate part-time personnel (in collaboration with curriculum area faculty)
  - Department liaison to Admissions for MTD Day; represent department at all recruitment events (or delegate)
  - Perform duties of chair in faculty review process, as described in the contract, e.g., writing chair's letter for dossier
  - Represent department at College and Academic Affairs meetings for chairs
  - Represent department and OU to NASM, NAST, and NASD
  - Assist associate director in completing annual HEADS report for NASM, NAST, and NASD
- Oversight of department budget

- Make recommendations to the School Director regarding appointments, reappointments, salaries, leaves, sabbaticals, and similar issues.
- Supervise departmental accompanists
- Supervise departmental administrative support
- Update and edit catalog copy, including related processes, e.g., submitting course action forms
- Student issues. (Grievance hierarchy: chair, associate director, director, associate dean, etc.)

**Additional Department-specific Responsibilities of Music Chair**

- Music Preparatory Division (currently 36 employees)
  - Supervise and liaise with Music Preparatory Division Director
  - Approve new instructor hires and pay rates
  - Chair Music Preparatory Committee, which oversees Division offerings and curricula
- Chamber Music Society of Detroit liaison and season planning