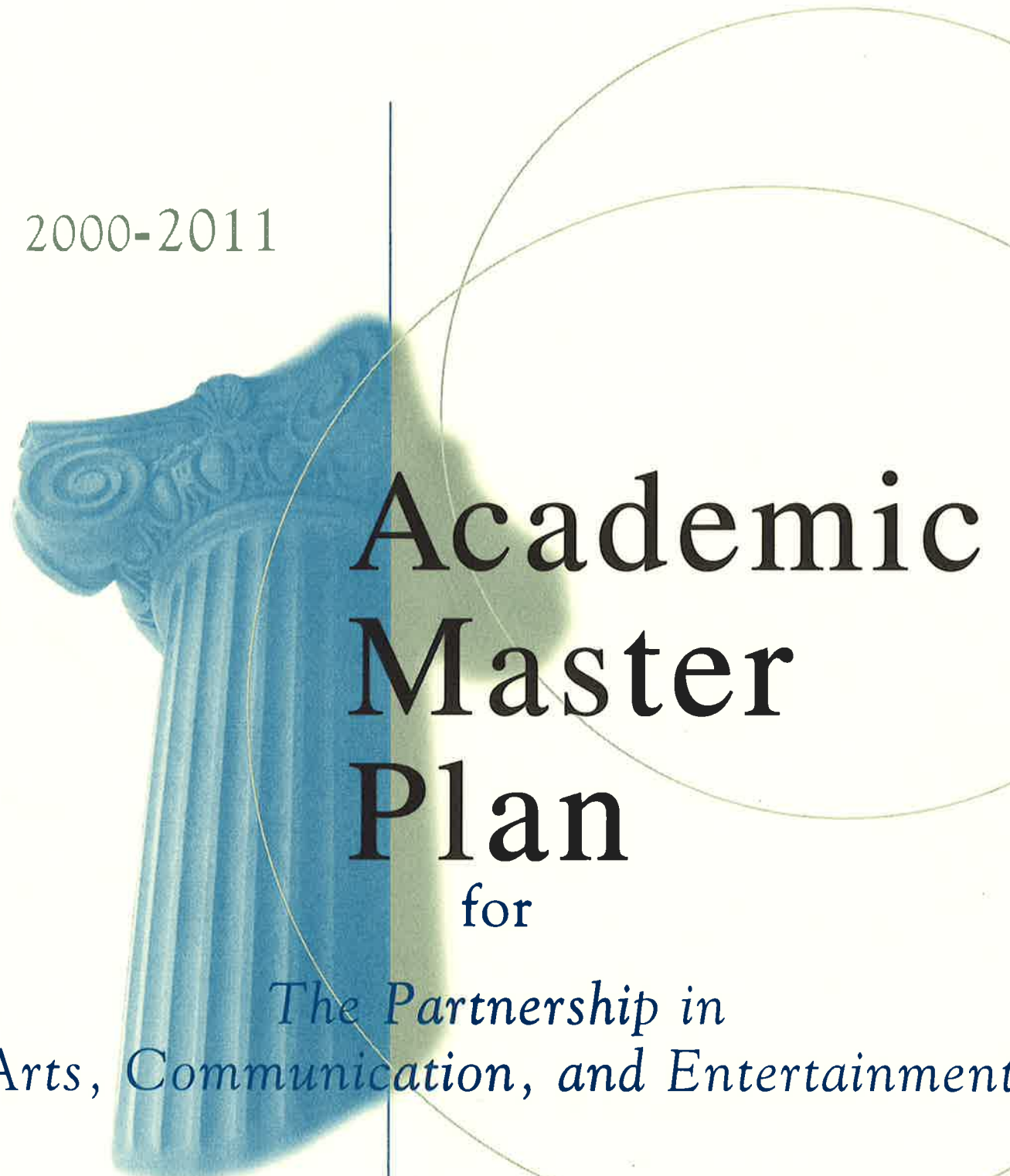


2000-2011



# Academic Master Plan

for

*The Partnership in  
Arts, Communication, and Entertainment*

Middle Tennessee State University



# Academic Master Plan

*Middle Tennessee State University*

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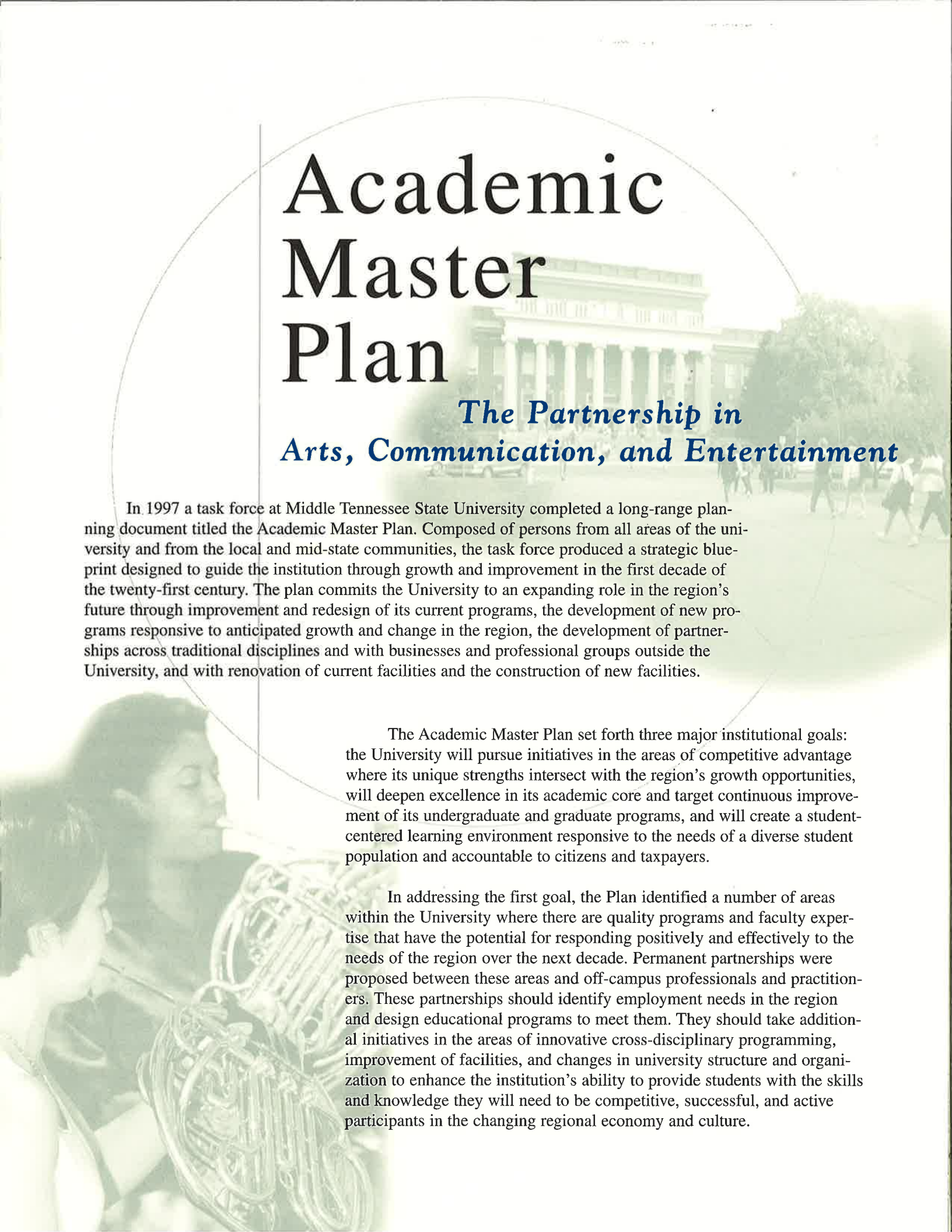
Middle Tennessee State University will aggressively pursue academic initiatives in areas of competitive advantage—where its unique strengths intersect with the region’s growth opportunities.

2

Middle Tennessee State University will deepen excellence in its academic core and target continuous improvement of its undergraduate and graduate programs.

3

Middle Tennessee State University will create a student-centered learning environment responsive to the needs of a diverse student population and accountable to citizens and taxpayers.



# Academic Master Plan

## *The Partnership in Arts, Communication, and Entertainment*

In 1997 a task force at Middle Tennessee State University completed a long-range planning document titled the Academic Master Plan. Composed of persons from all areas of the university and from the local and mid-state communities, the task force produced a strategic blueprint designed to guide the institution through growth and improvement in the first decade of the twenty-first century. The plan commits the University to an expanding role in the region's future through improvement and redesign of its current programs, the development of new programs responsive to anticipated growth and change in the region, the development of partnerships across traditional disciplines and with businesses and professional groups outside the University, and with renovation of current facilities and the construction of new facilities.

The Academic Master Plan set forth three major institutional goals: the University will pursue initiatives in the areas of competitive advantage where its unique strengths intersect with the region's growth opportunities, will deepen excellence in its academic core and target continuous improvement of its undergraduate and graduate programs, and will create a student-centered learning environment responsive to the needs of a diverse student population and accountable to citizens and taxpayers.

In addressing the first goal, the Plan identified a number of areas within the University where there are quality programs and faculty expertise that have the potential for responding positively and effectively to the needs of the region over the next decade. Permanent partnerships were proposed between these areas and off-campus professionals and practitioners. These partnerships should identify employment needs in the region and design educational programs to meet them. They should take additional initiatives in the areas of innovative cross-disciplinary programming, improvement of facilities, and changes in university structure and organization to enhance the institution's ability to provide students with the skills and knowledge they will need to be competitive, successful, and active participants in the changing regional economy and culture.




## Prologue

The Academic Master Plan noted that arts, communication, and entertainment form a growth industry in the mid-state region with a dramatically increasing impact on the economy and job market. It also noted that there has been an impressive increase in the growth of student demand for academic programs in these areas. MTSU, it further stated, has existing, strong programs designed to address these needs with a nationally recognized College of Mass Communication, excellent programs in the visual and performing arts, and an impressive array of co-curricular student opportunities to participate in theatre productions, opera workshops, musical ensembles, art exhibits, dance concerts, and other kinds of on-campus and outreach programs in arts, communication, and entertainment. Reflecting these

strengths is the state's Governor's School for the Arts which is sited on the MTSU campus and is enhanced by the availability of MTSU faculty expertise in the arts. All of these factors led the Academic Master Plan task force to propose a partnership in arts, communication, and entertainment. The Partnership in Arts, Communication, and Entertainment (PACE) was organized in November of 1998. Initially, the group consisted of twenty-four university faculty members and administrators representing eight academic departments from three colleges with thirty-four academic programs including majors, minors, and interdisciplinary programs and numerous co-curricular programs, particularly in the performing arts. In the Partnership's first meeting, the University Provost, Dr. Barbara Haskew, urged the group to learn the needs of the region; enhance partnerships on campus among current disciplines in arts, communication, and entertainment; enhance and develop partnerships off-campus by "bringing to the table" important professional groups and practitioners in the region; and become a catalyst for innovation and improvements in the University's programs.

PACE began work in January of 1999. The group examined all of the University's curricular and co-curricular programs that relate to the three major areas within the partnership. The regional job market in those areas was also examined. An extensive list of existing partnerships between University programs and non-university organizations, institutions, and businesses was prepared. The group noted that while its existing partnership activities are decentralized and diverse, they are well-established, numerous, and very beneficial to students. The group also put together a list of potential new partnerships that might be established and a list of potential persons in non-university groups and organizations who might be asked eventually to join the partnership in a variety of capacities. A mission statement was adopted that focuses on the group's responsibilities to make recommendations for academic improvement in many areas of university operations and to pursue mutually beneficial initiatives with off-campus individuals, organizations, and businesses.



Throughout 1999 and the spring of 2000, the group continued to meet in full and in smaller working committees. PACE determined not only to address the first goal in the Academic Master Plan (using partnerships to pursue initiatives in areas of competitive advantage) but also to pursue the other two major institutional goals, strengthening the academic core and creating a student-centered learning environment. In these two latter goals, PACE has been particularly interested in the need to expand student learning and skill development in arts and communication in the General Studies Program; to maintain state-of-the-art equipment in mass communication programs; to provide updated equipment in the visual and performing arts programs; to enhance support for creative work and activities for faculty and students; to promote student-centered discovery learning opportunities through the improvement of production studios and labs in the areas of communication and visual and performing arts; to develop new academic programs that are interdisciplinary, cross-functional, and more responsive to the changes in the employment market; to create a new college that will enhance student opportunities in the visual and performing arts; to support activities that will enrich the campus community by the permanent placement of major, commissioned works of art on campus; and, critically, to support initiatives that will provide for the renovation and construction of adequate facilities on campus that will meet accreditation requirements, will provide a positive, healthy, and safe learning environment in the visual and performing arts, and will provide exhibit and production venues for both the university and mid-state communities.

## Goals

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After months of careful deliberation, PACE established four goals for improving programs and opportunities in arts, communication, and entertainment.

### GOAL 1:

PACE will provide permanent, ongoing leadership to enhance student learning and employment opportunities in arts, communication, and entertainment.

### GOAL 2:

PACE will support initiatives designed to improve the University organizational structure and to enhance curricular offerings in arts, communication, and entertainment.

### GOAL 3:

PACE will provide support, leadership, and funding for enhancing the quality and visibility of University activities in arts, communication, and entertainment.

### GOAL 4:

PACE supports the University's commitment to provide an effective, safe, and productive learning environment for students pursuing programs in arts, communication, and entertainment.



## Goals and Strategies

# Goal

## 1

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PACE will provide permanent, ongoing leadership to enhance student learning and employment opportunities in arts, communication, and entertainment.

## Strategies

Beginning on August 1, 2000, PACE members will attend meetings of the General Studies Committee to provide expertise on the need for basic courses in arts and communication.

By August 1, 2001, PACE will have a coordinator serving in a half-time position.

The coordinator will provide leadership and assistance to department chairs and faculty in maintaining and creating new relationships with private businesses; public and private elementary, middle, and secondary schools; and private professional and production organizations to include training programs, internships, guest instructors, and employment in areas supported by the partnership.

The coordinator will pursue initiatives with the Tennessee Board of Education to assist in developing cooperative programs for the secondary career cluster in arts and communication.

The coordinator will assist faculty in developing multi-year interdisciplinary design, production, and performance programs and projects that will provide students with training, internships, and employment opportunities in state-of-the-art entertainment industries.

By January 1, 2002, PACE will have in place a system for providing ongoing internal and external advisory boards and the initial members of these boards will be appointed by May 1, 2002.



## Goal 2

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PACE will support initiatives designed to improve the University organizational structure and to enhance curricular offerings in arts, communication, and entertainment.

## Strategies

PACE will provide immediate and ongoing support for the current Master of Fine Arts proposal submitted to the Tennessee Board of Regents by the College of Mass Communication.

PACE will provide immediate and ongoing leadership and assistance in addressing barriers to faculty proposals for interdisciplinary and cross-disciplinary course offerings, programs, and other non-traditional collaborative projects.

By January 1, 2001, PACE will submit to University officials and appropriate committees TBR formats for establishing a new college for visual and performing arts composed of a school of music, a school of art, and a school of theatre and dance. By March 1, 2001, the proposals will be forwarded to the Tennessee Board of Regents and the Tennessee Higher Education Commission with the intention of opening the new college on January 1, 2002.

By June 1, 2002, PACE will explore collaborative programming and other partnering opportunities for MTSU's film studies program with external industry constituencies.

By the end of the fall semester 2001, PACE will complete proposals for new cross-college, interdisciplinary majors in arts management, entertainment design and technology, and entertainment studies.

By the end of the spring semester, 2002, PACE will complete a plan that identifies appropriate strategies for establishing a Center of Excellence in Arts, Communication, and Entertainment.

# Goal

## 3

PACE will provide support, leadership, and funding for enhancing the quality and visibility of University activities in arts, communication, and entertainment.



## Strategies

PACE will promote partnership activities and collaborative activities by faculty in arts, communication, and entertainment through electronic newsletters, a web site, a promotional video, a promotional brochure, and the development of live presentations by faculty and students.

PACE members will actively participate in the planning of the annual MTSU faculty research symposium.

By August 1, 2000, PACE will provide a grant assistant to work with faculty in locating, developing, preparing, and submitting grants to university, private, state, and federal granting agencies.

By January 1, 2001, PACE will complete and submit a recommendation with guidelines for a faculty-staffed University standing committee to fund annually, beginning August 1, 2001, faculty proposals and projects in arts, communication, and entertainment. With an initial annual budget of \$25,000, this committee will fund limited projects that may normally be completed within twelve months. Projects may be proposed by individual faculty members or by a collaborative group of faculty.

By January 1, 2002, PACE will complete and submit a plan and budget for developing a fund from public and private sources for supporting large, multi-year programs and projects in arts, communication, and entertainment.

By January 1, 2000, PACE in cooperation with Campus Planning will complete a recommendation for extensive landscaping to improve the grounds surrounding the University's 75th anniversary commemorative sculpture.

By January 1, 2002, PACE will complete a plan and submit a recommendation for the biannual commissioning and funding of pieces of sculpture to be placed on campus and will initiate the planning process for commissioning a special work to commemorate the University's centennial celebration.

By August 1, 2002, the University will employ a person who will be associated directly with the PACE programs and will have primary responsibilities in private fund-raising.





## Goal

### 4

PACE supports the University's commitment to provide an effective, safe, and productive learning environment for students pursuing programs in arts, communication, and entertainment.

## Strategies

PACE supports initiatives that will move most or all of the current programs in the Department of Art into the Todd Building by August 1, 2003.

PACE supports initiatives that will renovate the Todd Building so that the Art Department will have an effective, productive learning environment and so that the art program will meet accreditation standards at its next opportunity.

PACE supports initiatives that will result in the completion by 2010 of a university performing arts center composed of a complex of three complementing and architecturally significant structures with multi-purpose facilities in the visual and performing arts.

PACE supports initiatives that will result in the expansion by 2011 of the John Bragg Mass Communication Building.

PACE supports initiatives to complete within the next five years renovations in the Saunders Fine Arts Building and the Boutwell Dramatic Arts Building to provide suitable and adequate performance, rehearsal, design, and production spaces, shops, and studios.

PACE supports initiatives that will provide within the next five years additional studio and rehearsal spaces for the theatre and dance programs.

PACE in cooperation with Facilities Services and Campus Planning will develop plans by August 2001 to use performance contracting to improve heating and cooling in the Saunders and Boutwell buildings.

PACE will support initiatives to provide funds from technology fees to support technology intensive programs in the arts and in mass communication and will develop by August 2001 a specific proposal for technology needs for supporting a new major in entertainment design and technology and a multi-year interdisciplinary, collaborative project in digital animation.



## *Epilogue*

Middle Tennessee State University boasts outstanding programs and faculty expertise in the arts, communication, and entertainment. Growth and changes in the economy and culture in the mid-state region have increased the demand for these programs and the faculty to teach them. This demand has also created the opportunity to improve these programs through innovation and new design and to generate new collaborative efforts with off-campus practitioners and professionals. Members of the Partnership, working with other colleagues throughout the University, have projected the needs of the region over the next decade and have developed a plan to provide programs and graduates who can contribute meaningfully and productively to the future of Tennessee.

Faculty and administrators recognize the importance of programs in the arts, communication, and entertainment to the economy and culture of the

mid-state region. The University is committed to these programs and to making the improvement of the facilities that support these programs a campus priority. And, finally, the legislature and friends of the University must look for ways to develop new sources of funding and support for these programs.

Now is the time for the University to seize the opportunity to provide students with the skills and knowledge they need to be productive, competitive, and successful citizens and participants in the challenging job market and changing culture of the twenty-first century. The members of the Partnership for Arts, Communication, and Entertainment are excited about enhancing program offerings for our students. We invite the campus community to join us in this effort.

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