

BOARD OF HIGHER EDUCATION
REQUEST FOR COMMITTEE AND BOARD ACTION

COMMITTEE: Assessment and Accountability **NO.:** AAC 09-19

COMMITTEE DATE: May 29, 2009

BOARD DATE: June 4, 2009

WORCESTER STATE COLLEGE

Bachelor of Arts in Interdisciplinary Visual and Performing Arts.

MOVED: The Board of Higher Education hereby approves the application of **Worcester State College** to award the **Bachelor of Arts in Interdisciplinary Visual and Performing Arts**.

One year after graduating the program's first class, the College shall submit to the Board a status report addressing the College's success in reaching program goals as stated in this report and in the areas of enrollment, curriculum, faculty, resources, and program effectiveness.

Authority: Massachusetts General Laws Chapter 15A, Section 9(b)

Contact: Dr. Francesca Purcell, Associate Commissioner for Academic and P-16 Policy

BOARD OF HIGHER EDUCATION

Worcester State College

Bachelor of Arts in Interdisciplinary Visual and Performing Arts

INTENT

Worcester State College has submitted an expedited proposal to offer a Bachelor of Arts in Interdisciplinary Visual and Performing Arts. The Visual and Performing Arts Department currently offers minors in music, theater, and visual art, and the proposed program is built substantially around these resources. The primary purpose of the proposed major is to provide students with the interdisciplinary knowledge, critical thinking skills, and creative experience across visual art, music, and theater, while also providing students with the opportunity to gain deep knowledge within one of these three disciplines. Graduates will be prepared to enter graduate studies within art, music, theater, or in emerging interdisciplinary arts graduate programs. Graduates will also be prepared for traditional entry-level positions for artists, designers, theater professionals, and musicians.

The College's mission statement cites the importance of its location in a "culturally vibrant region of the Commonwealth," as well as the importance of the College's relationship with area cultural institutions. For example, Worcester State College and the Worcester Center for the Crafts entered into an alliance that will improve the Craft Center's programming development funds and expand Worcester State College's studio and arts instructional space. The proposed program intends to strengthen and increase the on-campus events, musical and theatrical performances, art exhibitions and long-standing visiting artist and artist-in-residence lecture series for popular destinations for professional, academic, and community audiences. The proposed program also seeks to support Worcester State College's commitment to serve an increasingly diverse citizenry of central Massachusetts by providing a program that integrates diverse artistic expression and varied cultural richness.

The Worcester State College board of trustees approved the proposed program on June 11, 2007. The required Letter of Intent was circulated March 20, 2009. Massachusetts Bay Community College congratulated WSC for the opportunity the program will provide students to explore different arts disciplines, while also focusing on a specific area. MassBay indicated its interest in developing transfer agreements with the proposed program.

NEED AND DEMAND

Need

The outlook for both salaried jobs and freelance work in the arts regionally and nationally is positive. Employment for artists, performers, and arts-related workers is expected to grow by 16 percent from 2006 to 2012, while data also indicate that up to 62 percent of professionals in the arts were self-employed with varying degrees of part-time employment of their fields (*Occupational Outlook* handbook 2008-2009).

Recognizing the importance of the creative economy in Massachusetts, Governor Deval Patrick appointed a Creative Economy Industry Director to match the practical needs of artists with the business and corporate environments in mutually beneficial partnerships. The vital role of arts in central Massachusetts was reinforced by Secretary of Education Paul Reville in his address to the Worcester Cultural Coalition, where he emphasized that educational partnerships with cultural and artistic organizations would be a crucial component of the next phase of the state's

educational reform. Central Massachusetts is developing an identity around the arts. The Colleges of the Worcester Consortium has undertaken an initiative to make students aware of the opportunities for employment in the area after they graduate, including the expanding opportunities in the arts.

There are no interdisciplinary arts programs offered at any independent higher education institutions in the central Massachusetts region. Fitchburg State College offers an interdisciplinary arts and humanities major that is largely humanities-based and without a substantial applied arts concentration. The Massachusetts College of the Liberal Arts offers a similar program, but its location does not serve central Massachusetts.

Demand

Worcester State College's Office of Institutional Research and Assessment conducted an in-house survey in spring 2008 and received 650 responses from day-time, full-time WSC students. Of the 650 respondents, 182 indicated an interest in majoring in the proposed program, which was described within the survey questionnaire. This indicated a high level of internal interest that will be supplemented by a deliberate marketing strategy.

ADMISSION AND ENROLLMENT

Admissions requirements are governed by the state and the College and include completion of a high school degree with specific coursework in math, English, science, social science, foreign language and electives; minimum GPA, plus SAT or ACT scores.

The art and theater department chairs from the Central Links Higher Education Alliance (Worcester State College, Fitchburg State College, Quinsigamond Community College, and Mount Wachusett Community College) all recently signed an agreement accepting their entire art and theater course offerings for reciprocal transfer. With the advent of *MassTransfer* in fall 2009, Worcester State envisions an expansion of such procedures connecting to the entire public higher education system.

Through Worcester State College's association with ARTSWorcester, the Worcester Art Museum, the Latino Education Institute, the Worcester Cultural Coalition, the African Cultural Center, WSC Third World Alliance, Very Special Arts, the Worcester Cultural Commission, and Centros Las America's, Worcester State will continue to expand recruiting and programmatic links to underrepresented individuals and groups.

PROGRAM ENROLLMENT PROJECTION

	# of Students Year 1	# of Students Year 2	# of Students Year 3	# of Students Year 4
New Full Time	20	30	35	40
Continuing Full Time		20	50	85
Totals	20	50	85	125

CURRICULUM (Attachment A)

The program requires a total of 120 credits with the major requiring the completion of 45 credits. Students will be required to pursue a concentration in either art, music, or theater (27 credits); complete a set of three core interdisciplinary courses (9 credits); and elect one course within each of the three concentrations (9 credits). Within the art concentration, students will acquire fundamental knowledge and skills for creative expression via art history, design, drawing, printmaking, painting, digital arts, and three-dimensional work. Within the theater concentration, students acquire fundamental skills for creative work in acting, stage craft, design, and directing. Within the music concentration, students will acquire fundamental musical literacy and skill in a particular instrument or voice for either solo and/or ensemble performance.

Students will demonstrate their levels of achievement through the required capstone/thesis project. The projects, through their public presentation and theoretical rationale, will be related to the three disciplines, either by an artistic melding of the genres or by being grounded in a single art form whose expression is infused with substantive influence(s) of the other disciplines.

The proposed program is predicated on close, individual advisement with strongly recommended disciplinary and/or interdisciplinary internships.

RESOURCES

Faculty and Administration

The proposed program will be managed by the Department of Visual and Performing Arts, its full-time faculty, its chair, office secretary and part-time administrative assistant. Scheduling, budgeting, faculty hiring and personnel actions, student recruitment and assessment will be performed in collaboration with the offices of Academic Affairs, the Registrar, Human Resources, Enrollment Management, Assessment and Institutional Research, Facilities, and Finance.

Worcester State College has committed to the new faculty and staff positions to support the proposed program: one full-time faculty member in dramaturg/theater history; one full-time, nine-month staff technical director/master electrician staff position; one full-time, nine-month Staff Costume Designer/Costume Supervisor staff position; and one part-time administrative assistant.

Facilities

Worcester State College's Alliance with the Worcester Center for the Crafts will provide for approximately 14,000 additional square feet of studios, a small portion of which will be shared with Craft Center programming, and the major portion designated exclusively for Worcester State College instruction in painting, drawing, digital arts, design, printmaking, and especially sculpture and ceramics. Music theory and composition instruction and digital arts will share an expanded computer lab, and the theater program is examining the possibilities of the periodic use of the Center's gallery as a black box theater, as the music program is considering the same space for Chorale rehearsals. Senior studios for capstone/thesis projects will also be housed at Worcester Center for the Crafts. Additionally, the Worcester State is committed to providing shuttle service for students. The Worcester Center for the Crafts possesses a large parking lot with 75 spaces.

Worcester State College currently maintains the following equipment and resources:

Studio Art

1 Design Studio: 20 work station tables, critique walls, projection screen, glass display cases
1 Painting/Drawing Studio: 25 standing easels, 25 palette tables, 15 drawing benches, painting storage racks, 30 drawing boards, model stand, display cases
1 Sculpture/3-D Studio: 5 large work tables, clay/plaster storage and work area, 20 figure modeling armatures, shelving, materials storage area, hand-tool storage cabinet, projection screen
1 Computer/Printmaking Studio: 2 etching presses, drying racks, 6 work tables, critique walls, flat files, storage cabinets, 8 computer stations, scanner, digital projections,
Digital Imaging Lab (shared with Communication Department): 25 computer stations, scanner, color printer
2 Prep/Offices: materials storage, book shelves, prep tables, Epson stylus printer, portable digital projectors, flat files
1 Art Materials Storage Room
Art Gallery: 2,570 square feet in the Ghosh Science and Technology Center. 15 movable 8'x4'x1' monoliths (exhibition surfaces), 5 sculpture stands.

Music

2 Music Classrooms: digital stereo sound, visual projection, speaker system, fixed computer, projection screen, staff notation boards, cabinets for equipment and CDs
5 Music Practice Rooms: 2 with upright pianos, 1 with harpsichord
Music Theory Lab: 10 computer stations, 10 electronic keyboards
Sullivan Auditorium: 2,000-seat capacity, rehearsal and performance
Auditorium Theater: newly restored and technologically upgraded; 196-seat capacity
Choral Library Storage Room: copies of sheet music for each Choral member; holds 17 titles of major works, approximately 1,200 works for SATB, SAB, SSAA, TTB, sacred and secular works
Band Library: approximately 500 titles of jazz and band arrangements
Chorale Formal Attire
Music Equipment
Instruments
Timpani, one set of three
Selmer baritone saxophone
3 upright practice room pianos—2 Baldwin, 1 Maven and Hamlin
2 upright classroom pianos
1 Steinway B Grand piano
1 Baldwin Baby Grand
1 Fisk Harpsichord, single manual
1 Korg synthesizer
1 Alesis keyboard
Drum tap set for jazz band
Bass guitar amplifier

Theater

196-seat Administration Theater (also houses two faculty offices, design studio/classroom with computer stations, support shops, lobby area, vestibule and box office)

Library

The Learning Resource Center (LRC) houses the library, with over 142,000 volumes and approximately 1,000 current periodicals. A CD-ROM network provides ready access to several resources electronically, and a new library system will soon offer easy catalog and Internet searching capabilities. The library is a member of the Worcester Area Cooperating Libraries (WACL), a joint effort of 15 academic, public, and special libraries to facilitate the sharing of resources and provide advanced techniques in library and information science. A book delivery shuttle service operates daily during the academic year and weekly during the summer to facilitate interlibrary loans to students, faculty, and staff. The library's holdings in the visual and performing arts include the following:

ART

Books:

Visual Arts:	1,446
Architecture:	655
Sculpture:	174
Drawing, Design, Illustration:	247
Painting:	937
Printmaking:	133
Decorative Arts:	334
Arts-General:	<u>188</u>
Total:	4,114
Periodicals (Print and Electronic):	191

MUSIC

Books:

Music-General:	79
Literature of Music:	2,137
Musical Instruction Study:	<u>372</u>
Total:	2,588
Journals (Print and Electronic):	146

THEATER:

Books:

Performing Arts:	41
Dramatic Presentation:	<u>820</u>
Total:	861
Journals (Print and Electronic):	148

PROGRAM EFFECTIVENESS

Worcester State submitted goals and objectives for the proposed program as follows:

Goal	Measurable Objective	Strategy for Achievement	Timetable
Increase Interdisciplinary Academics	Hire full-time Theater Dramaturg for Theater and VP courses	Nation-wide search	Year 1
	Establish Core Interdisciplinary Courses		
	VP 200 Critical Thinking in the Arts		Fall/Spring Year 1
	VP 300 Interdisciplinary Seminar		Fall/Spring Year 3
	VP 400 Capstone/ Senior Thesis established as Directed Study	Faculty and visiting professionals serve on Senior Thesis Review Boards	Year 4
Assessment of Interdisciplinary Aspect of Program	Efficacy of Project Review Boards	Survey Board members and outside professionals involved	
Assist in Public Programming	Part-time Administrative Assistant	Regional search	Year 3
Wider-Range in Exhibits	Regional artists exhibited	Establish gallery committee/ advisory board	Year 2
Monitor Graduate Professional Activity	Arts employment, entrepreneurial, and graduate study achievement	Survey/tracking with Office of Institutional Research	Year 5 and onward

BUDGET (Attachment B)

Income projections are first based on the College's standard designation per student of \$121 of tuition and \$691 of fees as income per three-credit course. This figure of \$812 revenue per student per three-credit course is used to calculate tuition and fee income over four years of the program. The other student-based income figure is the present fee of \$150 for a semester's one-on-one applied music instruction. Also projected as income are theater box office receipts and chorale ticket sales.

EXTERNAL REVIEW AND INSTITUTIONAL RESPONSE

Martha Barry McKenna, Provost and Vice President of Academic Affairs, Lesley University; and Gino Dilorio, Associate Professor, Clark University, conducted the external review. The reviewers found that the proposed program is designed to carry out the goals of Worcester State College and provides an integrated and interdisciplinary curriculum, while strengthening and emphasizing the traditional focus on literacy and liberal learning. One reviewer stated, "The new Visual and Performing Arts Major is well designed, providing an integrated approach that any college or university would find desirable."

The reviewers recommended deepening of the focus on disciplinary connections through aesthetic theory, determining the faculty who will teach the interdisciplinary VPA courses, and increasing the number of faculty currently working in the arts.

Worcester State College responded that students will have exposure through program faculty and philosophy faculty to historical and contemporary aesthetic traditions and through the College's 14-year visiting artist/critics lecture series, which offers regular exposure to aesthetics. Worcester faculty will rotate teaching responsibilities through all levels of interdisciplinary courses and will hire an additional full-time faculty member, adjuncts and part-time staff positions.

STAFF ANALYSIS AND RECOMMENDATION

Board staff thoroughly reviewed all documentation submitted by Worcester State College and external reviewers. Staff recommendation is for approval of the Bachelor of Arts in Interdisciplinary Visual and Performing Arts.

Upon graduating the first class for this program, WSC shall submit to the Board a status report addressing its success in reaching program goals as stated in the application and in the areas of enrollment, curriculum, faculty resources and program effectiveness.

Attachment A: Curriculum

Required (Core) Courses in the Major (Total # courses required=6)		
Course Number	Course Title	Credit Hours
	Mandatory Courses for All Majors	
	Foundation Interdisciplinary	
VP200	Critical Thinking in the Arts	3
VP300	Interdisciplinary Seminar	3
VP400	Arts Capstone/Senior Thesis	3
	Foundation Art	
AR100	Cross Media Studio or	3
AR112	World Art Survey I	3
	Foundation Music	
MU100	Music Fundamentals or	3
MU102	Applied Music (3 at 1 credit each) or	3
MU115	Music Appreciation	3
	Foundation Theater	
TH191	Introduction to Theater	3
	Art Concentration	
AR 100	Cross Media Studio	3
AR 112	World Art Survey I	3
AR 113	World Art Survey II	3
AR 117	Visual Design: 2-Dimensions	3
AR 122	Visual Design: 3-Dimensions	3
AR 140	Drawing I	3
AR 225	Art Since Mid-Century	3
	Subtotal Required Credits	18
	Music Concentration	
MU101	Fundamentals of Music and Aural Skills	3
MU205	Harmony I	3
	If MU101 Fundamentals of Music and Aural Skills is taken as Fine Arts Foundation, then:	3
MU205	Harmony I	3
MU210	Harmony II	3
MU281	Music History I	3

MU282	Music History II	3
MU102	Private Lessons	1
MU202	Private Lessons	1
MU302	Private Lessons	1
MU402	Private Lessons	1
MU190	Class Piano	1
MU220 & 225	Ensemble Participation (4 semesters at 1/2 credit each)	2
	Subtotal Required Credits	18
	Theater Concentration	
TH245	Acting I	3
TH275	Introduction to Stagecraft	3
TH355	Production Practicum (minimum of three at one each) and one of the following:	
TH360	Scene Design for Theater	3
TH370	Costume Design for Theater	3
TH390	Lighting Design for Theater	3
	Subtotal Required Credits	18
Elective Courses (Total # courses required=3 or 18-credit equivalent)		
	Art Concentration	
AR117	Visual Designs: 2-Dimensions	3
AR122	Visual Designs: 3-Dimensions	3
AR130	Painting I	3
AR140	Drawing I	3
AR150	Life Studio I	3
AR160	Sculpture I	3
AR165	Creating Cultural Forms	3
AR200	History of American Art	3
AR225	Art Since Mid Century	3
AR230	Printmaking I	3
AR235	Mixed Media	3
AR240	Watercolor	3
AR250	Computer in the Studio Art I	3
AR260	Visual Arts in the Schools	3
AR300	Painting II	3

AR305	Life Studio II	3
AR306	Sculpture II	3
AR307	The Computer in Studio Art II	3
AR325	Seminar in Contemporary Art	3
AR350	Special Topics in Art	3
AR400	Independent Study: Art	3
VP435	Internship	3
	Subtotal	18 or more with advisement
	Elective Credits	
	Music Concentration	
MU102-402	Applied Studies	1
MU125	Jazz Appreciation	3
MU140	World Music	3
MU150	Opera	3
MU175	Music in America	3
MU200	Issues in Music	3
MU213	Music Technology of MIDI systems and Digital Audio	3
MU215	Chorus and Music Theory	3
MU220	Chorus	1
MU225	Band	1
MU226	Band and Music Theory	3
MU230	New England Jazz Artists	3
MU231	Women in Music	3
MU234	Music of the Baroque Period	3
MU235	Music of the Classical Period	3
MU237	Music in the Elementary School	3
MU240	Music of the Romance Period	3
MU245	Twentieth-Century Music	3
MU250	Music in the Cinema	3
MU255	The Golden Era of Piano Music	3
MU260	Symphonic Music	3
MU265	The Concerto	3
MU270	Chamber Music	3
MU300	Chorale	1

MU310	American Musical in Performance	3
MU320	Choral Masterworks	3
MU380	Form and Analysis	3
MU400	Independent Study: Music	3
MU410	Special Topics in Music	3
VP435	Internship	3
	Subtotal	18 or more with advisement
	Elective Credits	
	Theater Concentration	
TH135	Oral Interpretation of Literature	3
TH226	Script Analysis	3
TH236	History of Theater I	3
TH237	History of Theater II	3
TH246	Voice and Movement	3
TH290	Theater for Young Audiences	3
TH292	Creative Drama	3
TH335	History of American Theater	3
TH345	Acting II	3
TH346	Performing the Classics	3
TH347	Scene Study	3
TH348	Stage Combat	3
TH350	Playwrighting	3
TH360	Scene Design for Theater	3
TH362	Scene Painting	3
TH364	Drawing and Rendering for the Theater	3
TH366	Theater Crafts	3
TH368	Drafting for Theater	3
TH370	Costume Design for Theater	3
TH372	History of Costume	3
TH374	Costume Construction	3
TH376	Theatrical Makeup	3
TH380	Directing	3
TH390	Lighting Design for Theater	3
TH398	Directed or Independent Study: Theater	3

TH399	Special Topics in Theater	3
TH460	Design Seminar	3
VP435	Internship	
	Subtotal Elective Credits	18 or more with advisement
Distribution of General Education Requirements An entirely new distribution of General Education requirements is being implemented in fall 2009. Courses submitted for approval for the new categories are presently being reviewed in governance.		Gen Ed Credits= 58-66
Curriculum Summary		
Total number of courses required for the degree		45
Total credit hours required for degree		120

Attachment B: Budget

One-Time/ Start-Up Costs	Cost Categories	Annual Expenses				
		Year 1	Year 2	Year 3	Year 4	
	Full Time Faculty (Salary and Fringe)	\$630,000	\$630,000	\$630,000	\$630,000	
	Part Time/Adjunct Faculty (Salary and Fringe)	\$195,450	\$269,721	\$300,393	\$304,902	
	Staff: Secretary	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	
	Theater Tech Designer	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	
	Costume Designer	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	
	Administrative Assistant			\$ 15,000	\$ 15,000	
	Departmental Administrative Costs	\$ 12,000	\$ 14,300	\$ 15,100	\$ 16,500	
	Indirect General Administrative Costs	\$551,040	\$644,520	\$683,880	\$688,800	
	Instructional Materials Art	\$ 1,200	\$ 1,350	\$ 1,410	\$ 1,490	
	Music	\$ 1,820	\$ 1,910	\$ 2,200	\$ 2,200	
	Theater	\$ 1,200	\$ 1,200	\$ 1,200	\$ 1,200	
	VP	\$ 200	\$ 700	\$ 700	\$ 700	
	Consumables Art	\$ 6,000	\$ 8,000	\$ 9,500	\$12,500	
	Music	\$ 300	\$ 300	\$ 300	\$ 300	
	Theater	\$ 7,000	\$ 8,200	\$ 8,400	\$ 8,400	
\$2,800 Art	Equipment	Art	\$ 4,500	\$ 2,300	\$ 2,000	\$ 1,000
\$5,000 Music		Music	\$ 5,800	\$ 1,800	\$ 1,800	\$ 1,800
\$12,000 Theater		Theater	\$ 600	\$ 12,600	\$ 600	\$ 600
	Marketing	\$ 1,500	\$ 1,000	\$ 1,000	\$ 500	
	Other: Applied Music Instructors & Accompanist	\$ 43,900	\$ 47,800	\$ 51,700	\$ 55,600	
	Visiting Boards of Review					
	Panelists					\$ 2,400
	TOTALS	\$1,542,510	\$1,725,701	\$1,805,183	\$1,823,892	

One-Time/Start- Up Support	Revenue Sources	Annual Income			
		Year 1	Year 2	Year 3	Year 4
	Non-State Development (Marketing)	\$ 1,500	\$ 1,000	\$ 1,000	\$1000
	Tuition (\$121.26)	\$ 294,662 (121x2430)	\$ 344,985 (121x2845)	\$ 369,237 (121x3045)	\$ 371,056 (121x3060)
	Fees (\$691.25)	1,679,738 (691x2430)	\$1,966,606 (691x2845)	\$2,104,856 (691x3045)	\$2,115,225 (691x3060)
	Departmental: Applied Music Students	\$ 3,750 (\$150 x25)	\$ 4,500 (\$150 x30)	\$ 5,250 (\$150 x35)	\$ 6,000 (\$150 x40)
	Ticket Sales (Music and Theater)	\$ 6,000	\$ 6,000	\$ 6,000	\$ 6,000
	TOTALS	\$1,985,650	\$2,323,091	\$2,486,343	\$2,499,281