



Mission/Vision Statements and Strategies

February 16, 2009

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Mission & Vision Statements and Strategies **(Approved by Executive Committee 02/02/09)**

MISSION

The University of Wisconsin-Madison Arts Institute represents the collective voice and vision of the arts at the University of Wisconsin-Madison. We advance the arts as an invaluable resource to a vital university, and we promote all forms of artistic expression, experience, and interpretation as fundamental paths to engaging and understanding our world.

VISION

- Decision makers will acknowledge and engage the arts as central to the well-being of the university.
- Students will experience the arts in all aspects of their education, and will be imbued with the importance of the arts to their academic life.

STRATEGIES

We will achieve our vision through the following:

- **Campus influence and visibility:**
Executive Committee Sponsor - Ann Archbold, chair, Theatre and Drama
- **Outreach: Pipeline, community connections:**
Executive Committee Sponsor - John Schaffer, director, School of Music
- **Connections to current students:**
Executive Committee Sponsor - Diane Sheehan, chair, Design Studies Department
- **Support existing departments, collaboration between departments:**
Executive Committee Sponsor - Thomas Dale, chair, Art History

IMPLEMENTATION PLANNING

Each strategy has a corresponding action plan to fuel its implementation. The action plan portfolio provides specific action steps (tasks), people/resources, and dates that will help achieve the strategy. These action plans have been developed with the participation of the Arts Assembly and approved by the Executive Committee and will be executed and overseen by members of the Executive Committee and Arts Assembly. The Executive Committee sponsors and Arts Assembly leads will ensure that follow-up takes place on each of the action steps.

SUMMARY OF STRATEGIES

The membership arrived at four primary areas of strategic development. These strategy groups were further developed into action plans that are listed in detail on the Action Planning Sheets in the addenda. Those responsible for follow up are also listed.

Group 1: Campus Influence and Visibility

- Create campus position dedicated to the Arts.
- Promote collaboration with other prominent academic areas on campus: sciences, business, law, medicine.
- Promote arts inclusion in the Wisconsin Institute for Discovery.

Group 2: Outreach Recruiting / Campus and Community Connections

- Create a virtual college of the fine arts.
- Identify and conduct UW multi-arts visits to high schools.
- Coordinate existing efforts to bring high school students to arts on campus as a UW collective group.
- Create a report to identify the impediments to admitting high caliber students to arts major programs.

Group 3: Connections to Current Students

- Add an arts requirement in basic curriculum or aligned with existing graduation requirements.
- Target incoming freshman with an "all arts pass" available to others as well.
- Create an undergraduate inter-arts major or certificate program.
- Create an arts ambassadors program.

Group 4: Supporting Individual Units and Collaboration

- Explore a project space for experimental curation, performances, and scholarly presentations.
- Research: Identify successes, suggestions and impediments to arts visibility.
- Research: Inventory of existing arts collaborations.

Please note that the portfolio developed for the Arts Institute strategic plan includes detailed actions and timeline for implementation.

UW Arts Institute Strategic Planning Process

Executive Staff meet with Office of Quality Improvement Rep, July 17, 2008

The Project Charter was established to engage in strategic planning processes to (1) produce a compelling and unified vision for the arts on campus, (2) describe a set of strategies with which to achieve this vision over 2-5 years, and to (3) organize strategies into action plans for implementation by members of the Executive Committee and Assembly.

Arts Assembly Meeting, August 22, 2008

Members considered what important issues, concerns, and emerging opportunities in the arts should be addressed by the strategic plan. They arrived at a number of ideas and identified two areas of greatest importance: (1) collaboration, important on its own, and gateway to thinking about relevance, value and development, and (2) curriculum and students, with primary focus of meeting students' needs.

Executive Committee Meeting, August 25, 2008

Darin Harris of the Office of Quality Improvement introduced a list of key questions and concerns developed during the Arts Assembly retreat of August 22. The committee generated 15 potential questions for the strategic planning process to address, and chose three core questions on which to focus.

Executive Committee Retreat Meeting I, September 12, 2008

The goal was to produce a clear, compelling, and unified vision for the UW Arts Institute's role within the arts on campus by discussing the AI's relevance to campus. The result was: to ensure that the arts are recognized and acknowledged as intrinsic part of campus life; to establish a well-known, identifiable leader for the collective arts; to develop an arts brand identity; develop a virtual space to enable connections between artists-institutions-community; and to unify fund-raising.

Executive Committee retreat Meeting II, September 19, 2008

The Executive Committee drafted a new mission statement: the UW Arts Institute speaks for and on behalf of the collective voice and vision of the arts at UW Madison. We advance the arts as an invaluable resource to a vital university, and we promote all forms of artistic expression, experience, and interpretation as fundamental paths to engaging and understanding our world.

The Executive Committee proposed a draft vision statement: decision makers will acknowledge and actively understand the centrality of the arts to the well-being of the university, imbue all students with the importance of the arts to their education, and enhance visibility.

The Executive Committee identified as priority strategies: high degree of arts community involvement in campus planning processes, large-scale arts

exposition, secondary education outreach, funding for short-term/ad hoc activities, and campus physical space for collaboration and community development.

Dean Gary Sandefur and Associate Dean Magdalena Hauner attended.

Executive Committee Meeting, October 20, 2008

The list of 22 activities was outlined in four strategic planning strategies groups. The Executive Committee established a member sponsor for strategic planning strategies for each of the strategy groups, which are: campus influence and visibility; pipeline, community connections; connections to current students, and support existing departments, collaboration between departments.

Arts Assembly Meeting, November 7, 2008

The Arts Assembly developed action plans for each of the four strategic planning strategies categories. The Arts Assembly selected Assembly Representatives to present and refine the action plans to Executive Committee faculty sponsors.

Arts Assembly Meeting, December 12, 2008

Executive Committee faculty sponsors and Arts Assembly representatives presented the four action plans which were discussed and further refined.

Executive Committee Meeting, January 26, 2009

The committee reviewed the action plans developed in the strategic planning process thus far, approved or edited the strategies, and assigned responsibility for each strategy. This provided the Mission/Vision Statements and Strategies document.

UW-MADISON ARTS AT A GLANCE

STUDENTS

1,078 Undergraduate and 367 Graduate Students

In semester one of 2007/08 the head count of undergraduate majors in the arts was 1,078 and 367 for graduate. Total undergraduate credits generated for semester one of 2007/08 was 19,149, and 2,995 at the graduate level.

STAFFING

260 FTEs

Department planning profiles indicate that FTEs in the seven academic arts units totaled 260 in semester one of 2007/08. This included faculty, academic staff, TAs, other unclassified, classified and LTEs for Music, Art, Theater & Drama, Art History, Film Studies, Dance and Design. Total faculty FTEs was 122. The headcount for all positions is actually higher.

EXPENSES

\$27,000,000 in Expenditures

Expenditures during the 2007-08 academic year for eleven major campus arts units totaled \$25,105,643. This included \$14,178,994 in GPR 101 funds (56.5%), \$6,643,150 in gifts and grants (26.5%), \$4,258,021 of revenue (17%) and \$25,478 other (0.01%). This includes Music, Art, Tandem Press, Theater, Dance, Art History, Design Studies, Arts Administration, Chazen Museum, Memorial Union Arts and Arts Institute. Film Studies and Creative Writing are not included because their budgets are subsumed in the larger department budgets and are estimated at an additional \$2,000,000 to \$3,000,000. Payments made directly from UW Foundation accounts and summer budgets are not included.

EVENTS/PUBLIC

500 Ticketed Events with an Audience of 250,000

On average, performing arts units host about 500 presentations annually with a total audience of about one quarter million based on tickets sold. This does not include the large number of non ticketed events, lectures and panel discussions, which is estimated at an additional 250,000, nor does it include popular culture events at the Kohl Center.

The Dance Program annually hosts 25 events including two faculty concerts running for three nights, one student concert running for three nights, and two to four individual faculty concerts running for three nights. The School of Music hosts about 250 performances annually.

University Theatre, the production wing of the Department of Theatre & Drama, has about 96 theater presentations including five main-stage productions annually in Mitchell Theatre, a children's theater event in Hemsley, four open stage productions running four nights produced by the undergraduate and graduate producing organizations, and graduate student directed productions which satisfy the Master of Fine Arts.

The Department of Art exhibits over 200 student artists per year in the Humanities Building 7th Floor Gallery and the Art Loft's Performance Space and the Art Colloquium brings over 30 visiting arts professionals to campus.

WISCONSIN UNION THEATER

Additional performances/presentations include: events for the Wisconsin Union Theater Directorate totaling approximately 28,000. (Other events in the Wisconsin Memorial theater total about 108,000 tickets.) The Cinematheque Film Showcase (Vilas Hall) shows free weekly screenings of classic, foreign, and art films in a 150 seat hall.

HAZEN MUSEUM

The Chazen Museum is the university's largest visual art venue (and second largest museum in Wisconsin) and displays art from around the world and all periods complemented by temporary exhibitions. Annually about 90,000 people visit the museum which has a collection of 18,000 pieces. Visitor numbers are not available for the other campus galleries, including the Art Loft and Seventh Floor Gallery of the Department of Art, Wisconsin Union Galleries, Class of 1973 Gallery (Red Gym), and Design Gallery.

WISCONSIN FILM FESTIVAL

220 films, 8 venues, 4 days, 30,000 tickets

Not included above is the ten year old, university sponsored Wisconsin Film Festival. In 2008 it presented 220 films at 8 venues (totaling 11 screens) on campus and around the community for 30,000 film goers over 4 days.

WORKING LABORATORIES

It should be noted that theaters, concert halls and galleries are the labs of students working on undergraduate, as well as terminal master and PhD degrees. Just as medical students need patients to work with to develop their proficiency, arts students require audiences and interactions to refine their abilities. The high season is from October to early December, and March to early May.

CAMPUS-WIDE INFLUENCE

When discussing the arts at Wisconsin, we tend to look to the 12 or so larger units which are the academic departments and major resources. Their leaders make up the Executive Committee of the Arts Institute. However the depth and breadth of the arts are in the many programs, centers, resources and projects throughout campus. Most of these have representatives in the Arts Assembly, which is composed of the leaders, managers, communicators, and representatives of the arts departments, programs, and resources at Wisconsin. The Arts Assembly exists to discuss and take action on mutual concerns and projects, and to give consultation and advice to the Arts Institute Executive Committee.

THE UW ARTS INSTITUTE MEMBERSHIP AND ADMINISTRATION

Dean's Council includes:

Dean Adam Gamoran, Interim Dean, School of Education
Dean Gary Sandafur, Dean, College of Letters and Science
Dean Robin Douthitt, Dean, School of Human Ecology

The Arts Institute Executive Committee includes:

John Schaffer, School of Music Director (L&S)
Ann Archbold, Department of Theatre & Drama Chair (L&S)
Elain Scheer, Art Department Chair (School of Education)
Jin-Wen Yu, Dance Program Chair (School of Education)
Thomas Dale, Department of Art History Chair (L&S)
Diane Sheehan, Design Studies Chair (SoHE)
Judith Mitchell, English-Creative Writing Program Chair (L&S)
JJ Murphy, Department Communication Arts Representative (L&S)
Andrew Taylor, Bolz Center for Arts Administration Director (School of Business)
Russell Panczenko, Chazen Museum of Art Director (L&S)
Ralph Russo, Wisconsin Union Theater, Union Cultural Activities Director (Union)
Tony Simotes, University Theatre Director (L&S)
Norma Saldivar, Arts Institute Executive Director (School of Education)

Arts Assembly Membership includes:

Doreen Adamany, Dance Program, University Relations and Communications
Chelcy Bowles, Liberal Studies/Arts
Judy Buenzli, Arts Outreach Program Manager
Jeanette Casey, Mills Music Library
Jill Casid, Center for Visual Culture Director, Art History
Ken Chraca, Arts Institute Associate Director
Jody Clowes, Design Gallery Curator
Susan Day, Chazen Museum Editor
Sam Dennis, Institute for Environmental Study & Landscape Architecture rep
Esty Dinur, Wisconsin Union Theater Marketing and Communications Director
Allen Ebert, Wisconsin Film Festival Operations Director
Gwen Evans, University Communications Editor
Bill Farlow, University Opera Director
Julie Ganser, Art Department Director of Advising, Programs, and Outreach
Doris Green, School of Human Ecology External Relations
Sara Guyer, Center for the Humanities, Director
Meg Hamel, Wisconsin Film Festival, Director
Kate Hewson, Arts Residency Program Manager
Kerry Hill, School of Education External Relations

Michele Hilmes, Wisconsin Center for Film/Theater Research Director
Tracy Honn, Silver Buckle Press Director
Kathleen Horning, Cooperative Children's Book Center Librarian
Stephanie Jutt, Arts Entrepreneurship Initiative, School of Music
Lara Kain, Center for the Humanities Associate Director
Lyn Korenic, Kohler Art Library
Maya Lea, Helen Louise Allen Textile Collection Curator
Sarah Marty, Early Music Festival, Wisconsin Theater, New Play Project
Rick Mumford, School of Music Concerts Manager and Communications
Huyen Nguyen, Art Department Assistant to the Chair
Paula Panczenko, Tandem Press Director
Bex Quigley, School of Education Communications
Sarah Schaffer, School of Music CD Project Manager
Robin Schmoltdt, WUD, Wisconsin Union Art & Film Advisor
David Stewart, Theatre & Drama, University Theatre Production Manager
Michele Traband, Theatre & Drama, University Theatre General Manager

The UW Arts Administrators and Leadership Assistants include:

Department of Art, Education

Huyen Nguyen, Assistant to the Chair

Julie Ganser, Advising, Programs, and Outreach

Department of Theater and Drama, L&S

Mel Menard, Department Administrator

Department of Design Studies, Human Ecology

Lori Ushman, Department Administrator

Maya Lea, Helen Louise Allen Textile Collection

Jody Clowes, Gallery Curator

Department of Art History, L&S

Joan Schleicher, Department Administrator

Department of Communication Arts, L&S

Linda Lucey, Department Administrator

School of Music, L&S

Keith Hampton, Assistant Director

Justin Richardson, Facilities Manager

Dance Program, Education

Cindy Dushack, Office and Business Staff

Sally Roedl, Office and Business Staff

Chazen Museum of Art, L&S
Brian Thompson, Assistant Director for Administration
Lori DeMeuse, Assistant to the Director

Wisconsin Union Theater
Heather Good, Grants and Outreach Coordinator

WUD, Wisconsin Union Director, Arts
Robin Schmoltd

University Theatre, L&S
Michele Traband, General Manager

University of Wisconsin-Madison Arts Institute Programs

Created in 1998, the University of Wisconsin-Madison Arts Institute is an intercollege unit governed by arts faculty and staff of the College of Letters and Science, the School of Education, and the School of Human Ecology at the University of Wisconsin-Madison.

Arts Night Out

The annual campus arts open house is directed at the greater university community, especially those new to campus, as well as the residents of Dane County. It is presented by the Arts Institute and campus arts units in partnership with University Communications, Visitor Information Programs, and Resident Hall Life of University Housing. The Arts Institute provides funding and staff time to organize the program and market it to students through flyers, email, banners, and to produce a brochure with event, venue, and department information. Resident Hall staff distribute the brochure to 6,000 new students, and an additional 5,000 brochures are distributed internally and externally by Visitor and Information Programs and arts units. A University Relations grant and the efforts of University Communications staff market it to the broader region. All events are free and open to the public.

Creative Arts Awards

The Creative Arts Awards administered by the Arts Institute support and honor faculty, staff, and students:

Arts Faculty Research

- Arts Institute Creative Arts is funded through the generosity of the Bassett and Evjue foundations and provides \$30,000 of general research to a recently-tenured or a mid-career (5-20 yrs. after tenure) faculty member in the creative arts in the areas of Art, Communication Arts, Creative Writing, Dance, Design Studies, Music Composition and Performance, and Theater & Drama.
- Two Emily Mead Baldwin Awards in the Creative Arts are awarded in the areas of Art, Communication Arts, Creative Writing, Dance, Design Studies, Music Composition and Performance, and Theater & Drama. Each award carries with it a grant of \$20,000 for general research support

Arts Faculty and Staff Outreach

- Joyce J. and Gerald A. Bartell Award in the Arts recognizes the achievements of UW faculty and staff in the creative arts in the areas of outreach, public service, and/or other activities involving the larger community. The award is for \$6,500 and may be used for teaching, research, and public service activities.

Undergraduate and Graduate Student Achievement in the Arts

- David and Edith Sinaiko Frank Graduate Fellowships for Women in the Arts fellowship is designed to support and encourage women graduate students in the visual and performing arts by providing them with an opportunity to present their work in public. Selection is made on the basis of excellence in creativity as exhibited in portfolios, audio/visual performance tapes, letters of nomination, and CVs. Each carries a grant of \$1,500.
- Lyman S.V. Judson and Ellen Mackechnie Judson Student Awards in the Creative Arts were created in 1996 and carry a grant of \$1,500. Two awards are presented every other year to an undergraduate and graduate student in the creative arts "who has made the greatest contribution to the field(s) of study covered," in the words of the Judson bequest.

Interdisciplinary Arts Residency Program

Funded by the Cluster Hires Initiative, the Interdisciplinary Arts Residency Program brings innovative artists to campus for semester-long residencies sponsored by two or more departments. While in residence, artists teach an interdisciplinary course, present a public event, and participate in community outreach. The program gives students exposure to working artists, provides course credit, and strengthens programmatic ties among individual departments, programs, and other campus and community arts entities. Key components of the residencies include:

- The Arts Institute funds the artist's salary and benefits, residency publicity and associated outreach activities, and a planning visit.
- The residency is an extended one, usually lasting an entire semester, during which time the resident teaches at least one three-credit interdisciplinary course and presents an outreach component such as directing a play, performing a recital, conducting a workshop, or curating an exhibition.
- One or two departments serve as primary sponsors of the residency, providing the staff resources necessary to support the course and

outreach activities, other departments or programs co-sponsor the residency.

- A faculty or staff member serves as the point person for the residency.
- A faculty of record assists in creating the course syllabus, screening students, monitoring the course progress, verifying final grades, and responding to student concerns or questions following the end of the course.

Arts Outreach Program

The Arts Outreach Program, established in 1979, works hand-in-hand with the School of Music to share the expertise of its three faculty ensembles-in-residence with young musicians and community audiences around the state. The UW-Madison continues to commit resources to support the Pro Arte String Quartet, Wingra Woodwind Quintet, and Wisconsin Brass Quintet, having been the first American public institution of its kind to have artists-in-residence. In addition to performing as part of the School of Music Faculty Concert Series, each ensemble travels to Wisconsin high schools and concert halls, working with young musicians and performing for local concert series patrons. In addition, student soloists and ensembles also tour.

During the 2007-08 season, faculty ensembles presented thirteen public concerts and conducted seventeen chamber music sessions, school performances, and master classes for high school and college instrumentalists around the state.

School of Music Recordings Project

Partially funded by the Office of the Chancellor, the Recordings Project seeks to provide a professional, commercially viable artistic product in its recordings of UW students and faculty artists. The School of Music Recordings Project has as its primary goals: to promote the School of Music, enhance its visibility and reputation, assist with recruitment, contribute to development efforts and support scholarships in the School of Music. Four recordings were released during the 2007/08 academic year with five more slated for summer completion.

The Recordings Project also oversees three other major initiatives at the behest of the Chancellor: student musicians at Chancellor's receptions; the Chancellor's Concert Series, a biannual high-end, high-profile development event in collaboration with the UW Foundation; and a program in collaboration with the Wisconsin Union Theater of four concerts and two master classes per year featuring Jeffrey Siegel's Keyboard Conversations.

Wisconsin Film Festival

Founded in 1999, the Wisconsin Film Festival is the state's premier film festival. The four-day annual festival takes place each spring with a focus on presenting new American independent and world cinema (narrative, documentary, shorts, experimental), restored classics, and the work of Wisconsin filmmakers. In 2008 it presented 220 films at 8 venues (totaling 11 screens) on campus and around the community for 30,000 film goers over 4 days.

Produced in partnership with the Department of Communication Arts and the Wisconsin Union Directorate, the Wisconsin Film Festival is an annual celebration of the power of motion pictures to tell stories that inform, illuminate, and inspire. Presented by the Arts Institute together with campus and community partners, the Festival connects its audience with a wide range of significant, challenging, and appealing film, video, and new media.

Arts Communications

Launched in December 2002, the Arts on Campus website serves as a gateway to campus arts activities and is a central feature of the overall University arts communications plan. Working in partnership with University Communications and campus arts units, Arts Institute staff regularly update the website and add information about upcoming events. The site serves to highlight the diversity of arts offered on campus, provide a link to all arts departments, programs, and organizations, and enable users to access comprehensive information about the arts on campus.