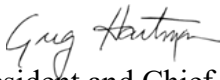


August 30, 2022

MEMORANDUM

TO: M. Katherine Banks, Ph.D.
President

FROM: Greg Hartman 
Senior Vice President and Chief Operating Officer
Working Group Chair

SUBJECT: Implementation Memo – Working Group #10

Recommendation to be Implemented: As we continue to expand our role as a cultural hub, Texas A&M University should create a welcoming gateway into our world-class university. Toward this end, a performing arts center should be constructed. Additionally, a School of Visual and Performing Arts should be created to consolidate and expand the arts, with Visualization as its cornerstone. The location of the new school will be the new Performing Arts Center.

Strategic Considerations: Working Group (WG) membership consisted of faculty and administrators from Dance Science, Performance Studies and Visualization as well as strategic leaders from Music Activities, the College of Liberal Arts and TAMU support services including HR, IT and Finance. Sub-committees were established to address specific strategic considerations. The reports from each sub-committee were reviewed and approved by the full WG. They are:

1. Operating Guidelines (Appendix A)
2. Promotion and Tenure Guidelines
3. Academic Affairs Operating Procedures
4. Draft Program of Requirements for the Visual and Performing Arts Center (summary as Appendix B)

Logistical Issues Addressed:

Administrative Structure - The Operating Guidelines for the School of Performance, Visualization & Fine Arts (PVFA) establish the name, mission, and leadership structure for the new school. The leadership structure consists of a Dean, five (5) Assistant/Associate Deans, five (5) Faculty Section Chairs, Program Directors for each Major and Minor academic program, a process for formalizing emergent Faculty Clusters, and an Executive Director for the Visual and Performing Arts Center (VPAC). The Operating Guidelines also establish two school leadership committees: Executive Committee and Faculty Advisory Committee.

Support Staff - PVFA's initial budget and staffing comes from the combination of existing department and program structures. Therefore, certain resources necessary at the school- or college-level do not exist and need to be established. They include Development, IT, Marketing & Communications, HR, Finance, and Student Advising.

Community Engagement - To ensure that PVFA meets its charge to become a cultural hub for both the campus and the community one of the Associate/Assistant Dean positions is for Industry and Community Engagement. This position is currently held by the Director of the Academy for the Visual & Performing Arts (AVPA) in an effort to ensure collaborative and sustained engagement across the campus with community partners in the arts.

Major Challenges Encountered and Resolutions: Significant challenges in the near and long term were identified through the WG's discussions. The most important are:

1. Building a reputation in the conventional/traditional arts will be challenging without committing to the resources required to build expansive conservatory programs. While the WG believes this is possible, it also would not serve TAMU's goals well to recreate what other institutions in the state are already doing well. The WG therefore resolved to create space through inter-arts curricula for the pursuit of traditional arts, with a limited but strategic scope, e.g., not all instruments, not all media, not all forms of performance practice and with a selective process for admission. This approach will allow students seeking traditional arts training to find their place in PVFA, while PVFA's programs continue to grow to preeminence in innovative ways.
2. Maintaining and building the computation/STEM aspects of PVFA will be challenging if prospective faculty perceive the school as focused too heavily on the arts and without the research and doctoral degree infrastructure relative to opportunities in more traditional engineering schools. The WG therefore resolved to ensure that the name of the school, its mission, operating guidelines, and the facilities of the VPAC clearly indicate support for computation/STEM.
3. Establishing engaged relationships with Communities of Practice (CoP) is critical to the success of our academic programs, student recruitment, and capacity to evolve. The WG recognized that Visualization has the strongest relationship with a CoP through the success of its former students in creating highly recognizable and appealing products in popular media, and the engagement of those former students in on-going academic endeavors. Extending these practices and traditions to other existing and new programs requires intentional development.
4. Building the VPAC at a location that is accessible to students and accessible to the public is challenging. The VPAC will serve a large number of undergraduates who must navigate between classes in fairly short periods of time (currently 20-minute passing periods). The community arriving from off campus to attend performances and exhibitions needs to have access to associated activities such as dining nearby and find easy parking. The WG provided a prioritized list of potential sites with accompanying analysis of pros and cons of each.

Key Logistical Issues to be Completed and Timeline:

Starting Conditions (Fall 2022)

1. Academic Programs

- a. All academic programs from the Departments of Performance Studies and Visualization will have been administratively transferred to PVFA to begin the Fall 2022 Semester.
- b. The BS in Kinesiology, Dance Science Track moved to a university level interdisciplinary degree with PVFA managing academic delivery. A BS in Dance Science degree is in the university approval process.

2. Faculty and Staff

- a. Faculty and staff who had administrative homes in the Departments of Performance Studies and Visualization along with faculty and staff supporting the Dance Science program, who chose to move to the new school, will be administratively transferred to PVFA to begin FY23 (September 1, 2022).
- b. Three librarians will have administratively transferred from faculty positions in the Library to faculty positions in PVFA.
- c. Five staff positions were created in Summer 2022 to meet the immediate staffing needs of PVFA as a school.
- d. Five Director positions, Development, MarComm, IT, Finance and HR, have been or will be created to serve PVFA. Two of these positions, Development and HR, are shared with the School of Architecture (SoA).

3. Facilities

- a. The first two floors of the Liberal Arts & Humanities Building (LAAH) have been, with the exception of one university-controlled classroom, dedicated to use by the Department of Performance Studies. This continues moving forward.
- b. The Physical Education Activity Program Building (PEAP) is dedicated to use by the Department of Kinesiology and Sport Management (KNSM). PVFA is developing an MOU with KNSM to facilitate continuing use of offices and teaching spaces by the Dance Science program and affiliated faculty. The MOU is expected to be completed in Fall 2022.
- c. PVFA and SoA are in the process of developing an MOU covering the continued shared use and responsibility for the facilities that were under the College of Architecture's control when the Department of Visualization was part of that College. This MOU will also cover new space in the Instructional Laboratory & Innovative Learning (ILSQ) Building that was designated for the College of Architecture when Visualization was included and is scheduled to open January 2023. The MOU is expected to be completed in Fall 2022.

Growth - The WG recognizes that the logistical challenges of creating a new school are significant. The approach taken is to define a six-year window for faculty growth and an eight-year window for enrollment growth. Year 1 (AY 2022-2023) begins with the establishment of PVFA on September 1, 2022. Year 6 (AY 2027-2028) ends on August 31, 2028, and Year 8 begins with the Fall Semester of 2029. The major goals within this time frame are:


1. *Increase enrollment* by a factor between three-four times with half of the increase coming from existing programs and half from new programs.
 - a. Existing Programs
 - i. Year 0 (AY 2021-2022) enrollment across the programs coming to the new school was 547 undergraduate and graduate students, not counting minors. These programs are the BA in Performance Studies, MA in Performance Studies, BS in Kinesiology – Dance Science Track, BS in Visualization, MFA in Visualization and MS in Visualization.
 - ii. Year 8 (Fall 2029) target enrollment across these programs should be 965.
 - b. New Programs – new programs are in discussion and at varying levels of development among Faculty Clusters.
 - i. New degrees include the disciplines of Choreography, Devised Theater, Game Design & Development, Inter-arts, Immersive Medical Illustration, Music Technology, Performance Technology, and Visual Computing and others. The range of degrees includes BFA, BA, BS, MFA, MA, MS, and Ph.D.
 - ii. The BS in Dance Science, Minor in Music Technology, and Minor plus Concentration in Devised Theater are expected to move through the TAMU approval process and, as needed, to the THECB with the expectation of approval by AY 2023-2024.
 - iii. The Ph.D. in Visual Computing is expected to move through the approval process with the hope of approval by AY 2024-2025. We expect this to be followed by a proposal for a Ph.D. in Interdisciplinary Arts.
 - iv. Year 8 (Fall 2029) target enrollment across new programs should be 965.
2. *Increase faculty FTE* by a factor of three by September 1st of Year 6.
 - a. Year 1 begins with 62 faculty FTE
 - b. Year 7 begins with 185 faculty FTE
 - i. The final distribution of faculty is even across all five Faculty Sections
 - ii. The final distribution across ranks has been estimated for 80% T/TT, 20% APT and 60% T/TT, 40% APT; in both scenarios the T/TT group have a 50/50 split between Full and Assoc./Asst. Profs
 - c. The estimated total new annual salary cost is \$13.4m for the 80/20 split and \$12.5m for the 60/40 split.
 - d. The estimated total faculty startup cost for Years 1-3 is estimated at \$21.5m
3. *Build new facilities* to support PVFA:
 - a. Option 1: Full VPAC available by Year 5 (AY 2026-2027)
 - b. Option 2: Phase 1 of VPAC available by Year 4 (Spring Semester 2026); Phase 2 of VPAC available by Fall 2028.
 - c. The informal POR for the VPAC provides for 398,000 sq. ft., including 121,000 sq. ft. of public performance and exhibition space, 130,000 sq. feet of teaching spaces, 45,000 square feet of production spaces, and 27,000 sq. feet of collaboration spaces. The WG recognizes this informal POR describes the “dream”, and work has not been undertaken to combine, condense, and economize aspirations.

Strategic Planning – PVFA will have a Strategic Plan in place by May 31, 2023. During Fall 2022 each Section, each Academic Program, and each Dean is responsible for developing goals, strategies, and measures for their units. These will be combined into an overarching strategic plan

for the school over the 2022-2023 holiday break and reviewed by the faculty during Spring 2023. The Operating Guidelines are subject to approval by the new School of Performance, Visualization & Fine Art (PVFA) faculty. Promotion and Tenure Guidelines have had an initial review by the Office of Faculty Affairs and are subject to approval by the faculty. Review and approval by PVFA faculty for both is scheduled for Fall 2022. The Draft Program of Requirements will be transformed into a formal POR in Fall 2022.

Attachments: Appendix A: PVFA Draft Operating Guidelines
Appendix B: VPAC Overview

Approved:



M. Katherine Banks, Ph.D.
President

September 10, 2022

Date

*Approved with the following comments:

- The new facility will be called the Center for Arts and Education to reflect the breadth of the facility.
- The Program of Requirements (POR) for the facility should be developed by Spring 2023.
- The location for the new Center for Arts and Education will be at the corner of Bizzell Street and George Bush Drive. This location will be close to the students, Swaim Amphitheater in Aggie Park, parking facilities, and John D. White '70 - Robert L. Walker '58 Music Activities Center, and will anchor that part of campus as the Arts focus.
- Funding is necessary to establish the new school, particularly for support staff. Dr. Banks would like to see a budget with staff lines included.
- A staff member to develop industry relationships is needed, which will position the school to receive gifts and identify internship opportunities for students.
- While the school will not be duplicating programs at the University of Texas or University of North Texas, the school must have the foundation of a performing and fine arts program that will require hiring in foundation areas.
- Dr. Banks would like to review the hiring plan. Understanding that there is a goal of 175 faculty in the new school within the next five years, information regarding faculty areas and focus for growth is needed. The new faculty should not be evenly distributed across areas, but instead follow need and student interest.
- The vision of the school should be truly multidisciplinary with a strong connection to engineering. However, do not get constrained with the vision in order to meet a STEM connection.
- The school needs a full-time development officer to share the message of the new school broadly; the position should not be shared with the School of Architecture.
- The spaces currently being occupied by the school will be recreated in the new Center for Arts and Education and then returned to the home college. The deans of those colleges will need to develop a use plan for the space soon or it will revert to the President's Office for allocation.
- There should be a goal of 1000 students and 175 faculty by FY26.

Appendix A

OPERATING GUIDELINES SCHOOL of PERFORMANCE, VISUALIZATION & FINE ARTS Texas A&M University

Recommended by Working Group 10, May 17, 2022

VISION

The unique community of the School of Performance, Visualization, and Fine Arts cultivates interactions between arts, science, and technology, both in theory and in practice. By pursuing excellence in education, research, and creative works, the school advances society through arts and creative media.

The School will foster excellence by drawing together faculty and leadership from diverse backgrounds providing a blend of academic and professional experience that will create unexpected connections between visual arts, performing arts, and applied science. The School embraces this diversity and recognizes the value and contribution of all in crossing disciplinary boundaries revealing the intersection of human creative expression, technology, and science.

Section I - DEFINITIONS

- A. “Faculty”: Faculty includes all employees in the School who hold a tenured, tenure-track, or Academic Professional Track (APT) appointment in the School. To be eligible to vote as provided in these bylaws, faculty must hold at least 50% FTE (Full Time Equivalent) appointment in the School.
- B. “Staff”: Staff includes all employees in the School who are not faculty including student workers and graduate students.
- C. “Section”: A Section of the School is defined as a unique unit of equal import to each other Section, collecting faculty with similar creative or research endeavors.
- D. “Faculty Cluster”: A Faculty Cluster is a unit for organizing faculty around a discrete creative or academic discipline (e.g. Dance, Interaction Design, Sound Studies, etc.).
- E. “Academic Program”: An Academic Program is a degree, minor, concentration, or certificate.

Section II – GOVERNANCE STRUCTURE

- A. **Dean:** The Dean is the administrative head of the School and is appointed by the President of Texas A&M University, with the approval of the Chancellor of The Texas A&M University System. The Dean is responsible to the Provost of Texas A&M for all administrative, budgetary, academic, and faculty matters relating to the School. The Dean must be a faculty member with primary appointment in the School.

B. Principle of Representation: Across all leadership positions and committees, good faith efforts shall be made to ensure equitable representation of all Sections, degree programs, and/or creative and academic disciplines and balance between arts practitioners, humanities scholars, and scientists.

C. Associate/Assistant Deans

The Dean may appoint faculty of the School to serve as Associate and Assistant Deans to support the vision of the School. The Associate and Assistant Deans appointed should have a primary appointment in the School and reflect the School's Principle of Representation.

1. The Associate Dean for Academic Affairs and Associate Dean for Faculty Affairs are required positions. These two positions may not be combined.
2. Other Associate/Assistant Deans (as listed below or otherwise) may be created and filled at the discretion of the Dean. The Dean may combine these positions to be held by one faculty member. The Associate/Assistant Deans could include:
 - i. Associate/Assistant Dean for Research and Creative Works
 - ii. Associate/Assistant Dean for Diversity, Equity, & Inclusion
 - iii. Associate/Assistant Dean for Industry and Community Engagement
3. **Roles of Associate/Assistant Dean and Directors-** Associate/Assistant Deans may be from any Section (see Section III) within the School. The responsibilities and duties of each Associate/Assistant Dean may include:
 - i. Associate Dean for Academic Affairs - Chairs the Academic Affairs Committee, responsible for the academic curriculum, and evaluation and assessment of the curriculum; oversees the academic advising of the School; manages grade appeals and other student grievances; oversees scholarships, enrollment management, recruitment, and student retention; additional duties as assigned by the Dean.
 - ii. Associate Dean for Faculty Affairs - Assists with faculty recruitment, hiring, orientation, mentoring, equity, professional development, retirement, emeritus nominations, and faculty awards; establishes faculty workload policy; makes salary, equity, and merit recommendations to the Dean; additional duties as assigned by the Dean.
 - iii. Assistant/Associate Dean for Research and Creative Works – ensures the School follows best practices in all research initiatives; stimulates new and continued research; evaluates proposals; coordinates interdisciplinary and collaborative projects; provides training and grant opportunities for faculty; additional duties as assigned by the Dean.
 - iv. Assistant/Associate Dean for Diversity, Equity, and Inclusion – collaborates with key School and University constituencies to develop and deploy initiatives that contribute to providing a climate representing inclusive excellence, increasing and integrating diversity across multiple dimensions of the School, and ensuring equitable opportunities for all students, staff, and faculty; ensures consistent implementation of the School's Principle of Representation; designs, encourages, and implements employee recruitment, development and retention strategies, and culturally-relevant pedagogies, practices and programs that result in

an effective and welcoming environment that resists racism, bias, and discrimination; serves as the chair of the Diversity, Equity, and Inclusion committee; additional duties as assigned by the Dean.

- v. Assistant/Associate Dean for Industry and Community Engagement – seeks collaborative opportunities within the community and liaises with other campus arts organizations; cultivates industry partners to enhance academic programs; bridges the gap between the School’s programs and the art organizations within the community; provides initiatives for interdisciplinary and collaborative work between the School’s programs and community and industry partners; provides funding opportunities which support community and industry engagement; and serves as chair of the Artists and Scholars in Residence Committee; additional duties as assigned by the Dean.

D. Executive Director of the Visual and Performing Arts Center

1. The Dean may appoint a faculty member with a primary appointment in the School or staff member to serve as the Executive Director for the Visual and Performing Arts Center.
2. Role: oversees the scheduling of exhibitions and performances and events within the galleries and performing spaces of the Visual and Performing Arts Center (VPAC), giving priority for usage to academic programs; ensures the needs of academic programs are met; seeks and creates funding opportunities for the VPAC; works with stakeholders; provides programing for students, faculty, staff, and the community at large; manages VPAC staff; manages VPAC budgetary needs; coordinates on community outreach initiatives with Assistant/Associate Dean for Industry and Community Engagement; works with the Dean of the School for utilization of the space and programing that supports the initiatives of the School; additional duties as assigned by the Dean.

E. SCHOOL LEADERSHIP COMMITTEES

1. Executive Committee
 - i. The Dean shall serve as Chair of the School’s Executive Committee.
 - ii. Membership on the Executive Committee shall be composed of the School’s Assistant/Associate Deans, Executive Director of the Visual & Performing Arts Center, and Section Chairs.
 - iii. The Executive Committee is responsible for maintaining the operational integrity of the School with respect to budgetary responsibility and administrative practices that adhere to expectations of the University, and doing both in a manner that facilitates excellence across the full mission of the School.
2. Faculty Advisory Committee – The Faculty Advisory Committee serves as an advisory body to the Dean to help formulate policies and programs and to set and facilitate the vision, growth, and preeminence of the School’s academic programs and faculty.
 - i. The Dean shall serve as Chair of the committee.
 - ii. Membership on the Faculty Advisory Committee shall be composed of

the Associate Dean for Academic Affairs, Associate Dean for Faculty Affairs, Section Chairs, and the Program Director for each academic program. In addition, each Faculty Cluster must be represented on the Faculty Advisory Committee. The composition of the Faculty Advisory Committee shall follow the School's Principle of Representation with specific attention given to:

1. equal representation between Tenure/Tenure Track and Academic Professional Track faculty
 2. equal representation between arts practitioners, humanities scholars, and scientists
- iii. Responsibilities of the Faculty Advisory Committee include:
1. Leading the strategic planning process;
 2. Establishing, promoting, maintaining, enhancing, and communicating issues that support disciplinary excellence;
 3. Establishing, promoting, and maintaining activities that inspire interdisciplinary exploration;
 4. Approving the establishment of new Faculty Clusters;
 5. Elevating and advocating faculty, student, and staff issues;
 6. Representing the School at official functions;
 7. Advising and assisting the Dean with development goals, strategies, and events.
 8. Providing recommendations for annual review criteria to the Dean
3. Additional Items:
- i. Faculty are expected to advocate for their interests to the School level through either a representative on the Faculty Advisory Committee, a Section Chair, or an Academic Program Director.

F. Standing Committees

Except as set out below, committee members shall be appointed by the Dean with input from the faculty. In all cases, the make-up of the committee membership should seek to balance humanities scholars, scientists, and art practitioners. Consideration should also be given to include representatives from all Sections, degree programs, and/or creative and academic disciplines within the School. All faculty members shall be eligible for committee membership. Committee members will serve for 2 year terms and may be re-appointed to multiple terms. Committees shall report to a Section Chair, Assistant/Associate Dean, or the Dean as determined by the Dean.

1. Academic Affairs Committee – charged with the review and approval of all curricular changes and new program proposals prior to being advanced for university-level curricular review and external review and approval, as needed. The Academic Affairs Committee will be composed of one Academic Program Director from each program and chaired by the Associate Dean for Academic Affairs.
2. Faculty Promotion and Tenure Committee – charged with reviewing and making recommendations to the Dean on all cases of tenure and promotion and on mid-term review cases for tenure-track/tenured and APT faculty. The committee is

charged with conducting a thorough and impartial evaluation of all cases considered, in accordance with the processes established by Texas A&M University and the School's Promotion and Tenure Guidelines.

3. Integration and Collaboration Committee – develops plans to engage faculty and staff in the collaborative efforts of the School; participates in the development of policies to incentivize interdisciplinary and collaborative work; proposes funding opportunities to support the vision and mission of the School.
4. Diversity, Equity, and Inclusion Committee – advise the Dean on improving the School's ability to provide a climate reflecting inclusive excellence, on increasing and integrating diversity across multiple dimensions of the School, and on ensuring equitable opportunities for all students, staff and faculty.
5. Artists and Scholars in Residence Committee – identifies potential artists across arts disciplines for short and long residencies at the School; serves as liaison between visiting artists, the School, Sections, and individual faculty; facilitates contracting and administration of guest artist visits; supports creative needs of visiting artists; ensures visiting artists serve the research and teaching needs of the School and its faculty.
6. Additional Committees – Additional committees may be established by the Dean, in consultation with Section Chairs or Assistant/Associate Deans, to address the administrative needs, initiatives, or plans within the School/Section. All faculty members shall be eligible for committee membership.

Section III – PERSONNEL PROCEDURES FOR FACULTY

- A. Recruitment and Hiring - The Dean shall consult with the faculty in designating the area and rank of faculty positions being recruited. The Section Chairs, in consultation with the Dean and relevant Academic Program Directors and Faculty Clusters, shall appoint search committees to assist in recruiting and hiring faculty. Such search committees shall be both representative and diverse. Although a student and industry/advisory representatives may be appointed to a search committee, they shall not have voting privileges. All faculty within the School shall be given an opportunity to cast an advisory ballot on the acceptability of each candidate interviewed prior to the extension of an offer for any faculty position.
- B. Annual Reviews - Following University Rule 12.01.99.M1, the School shall conduct an annual review of all faculty within the School. Faculty members will be asked to submit material for the review by the set due date. This annual review will include a statement of teaching, and/or research, and/or service. Annual reviews will be reviewed by a committee appointed by the Section Chair. The committee must include faculty at or above the rank of the faculty members being reviewed. The committee will review the submitted documents and make recommendations to the Dean or their designee based on the faculty member's assigned responsibilities and appointment within the School for the year under review as described in the faculty member's annual appointment letter. After review, the Dean or their designee will provide an evaluation, rating the performance for each faculty member in each area of responsibility (teaching, research, and/or service activities) for their position and responsibilities as described in the

appointment letter. The criteria for these ratings will be specified by the Dean with input from the Faculty Advisory Committee at the beginning of each academic year to be sure that faculty members understand their performance standards and expectations. These standards should be designed to include consideration of the faculty members' teaching, research and/or service as far as is practicable, while meeting the School's mission, the Dean's guidance, Section responsibilities, and student needs. The Section Chair is responsible for ensuring appropriate mentorship for all faculty members, and makes merit recommendations to the Associate Dean for Faculty Affairs. Faculty members who disagree with, or have questions about their evaluations, will be advised of their rights to present grievances to the Associate Dean for Faculty Affairs or their designated administrator in accordance with University rules and procedures. All performance scoring and rankings of faculty by the Section, School, and University will be discussed by the Section Chair with the individual faculty member normally during the annual performance review.

Section IV – SECTIONS, FACULTY CLUSTERS, and ACADEMIC PROGRAM DIRECTORS

The School includes Sections, Faculty Clusters, and Academic Program Directors. All faculty are included in a Section based on their primary creative or scholarly output. Faculty may also form Faculty Clusters associated with a discrete creative or scholarly discipline. Primary responsibility for the administration of Academic Programs rests with Academic Program Directors.

- A. The School includes the following Sections:
 1. Dance Science and Performing Arts
 2. Art and Design
 3. Visual Computing and Creative Technology
 4. Technical Arts and Interactive Media
 5. Visual Culture and Performance Studies
- B. Definition and Role of Sections – A “Section” of the School is defined as a unique unit of equal import to each other Section, collecting faculty with similar creative or research endeavors. The purpose of a Section is to represent the faculty and support the research, teaching, and service of the faculty. In addition, Sections support and encourage interdisciplinary and collaborative efforts. Consideration for Section Chair assignments should reflect the School's Principle of Representation.
- C. Each Section shall have a chair who serves as the Administrative Officer of the Section. Section Chairs will be nominated by faculty within the Section, and will be appointed by the Dean. Section Chairs report directly to the Dean of the School. Section Chairs serve for 2 year terms and may be re-appointed to multiple terms. At the end of a Section Chair's term, the faculty within the Section will be consulted with respect to the re-appointment of the Section Chair; such consultation is advisory to the Dean. The initial appointment, to begin the new school, half of the Section Chairs will serve half of the term.

D. Section Chairs serve on the Executive and Faculty Advisory Committees as a voting member representing faculty within the Section and advocates for the budgetary needs of faculty within the Section to the Dean. Section Chairs are responsible for facilitating communication between the School Leadership committees and faculty within the Section in regular Section meetings.

1. Section Chairs facilitate hiring, managing, and evaluating faculty by providing advice to the Dean. Section Chair responsibilities include:
 - i. Overseeing research and creative activities of faculty within the Section;
 - ii. Overseeing implementation of faculty workloads in coordination with Academic Program Directors and other Section Chairs as needed;
 - iii. Appointing annual review committee;
 - iv. Ensuring appropriate mentoring to all faculty within the Section; and
 - v. Making merit recommendations for faculty.

E. Faculty Clusters

1. Definition: A Faculty Cluster is a unit for organizing faculty around a discrete creative or academic field (e.g. Dance, Interaction Design, Sound Studies, etc.). Faculty Clusters provide a structure for faculty to affiliate, organize, and collaborate in new, creative, and fluid ways in the pursuit of new courses, academic programs, scholarship/research, or other innovations. Faculty Clusters may advocate on behalf of those who work in a specific art discipline or academic field or subfield.
2. Membership: Three or more faculty may elect to form a Faculty Cluster at any time. Faculty Clusters must be approved by a majority vote of the Faculty Advisory Committee. Membership in any Faculty Cluster is open; any faculty member may join any Faculty Cluster relevant to their teaching or research.
3. Roles:
 - i. Faculty Clusters may advocate directly to a Dean, Section Chair, or Academic Program Director on subjects relevant to their membership.
 - ii. Each Faculty Cluster will be represented on the Faculty Advisory Committee.
4. Dissolution: Faculty Clusters are intended to provide a fluid structure for faculty to organize around a creative or academic discipline that may not be otherwise represented at the Section level. As such any Faculty Cluster may be dissolved
 - i. By unanimous vote of the Cluster's members;
 - ii. Or when superseded by the establishment of a Section (or equivalent unit) exclusively dedicated to the creative or academic discipline the Cluster served;
 - iii. Or as deemed inactive or otherwise no longer needed by the Faculty Advisory Committee.

F. Academic Program Directors: An Academic Program is a degree, minor, concentration, or certificate. Each academic program within the School shall have an Academic Program Director who oversees and manages their assigned academic program within the School. An Academic Program Director may oversee multiple Academic Programs; each Academic Program in the School may also have one or more Associate Academic

Program Directors. Academic Program Directors will be nominated by faculty relevant to the Program, and will be appointed by the Dean. Academic Program Directors serve for 3 year terms and may be re-appointed to multiple terms. At the end of an Academic Program Director's term, the faculty within the Academic Program will be consulted with respect to the re-appointment; such consultation is advisory to the Dean. The initial appointment, to begin the new school, half of the Academic Program Directors will serve half of the term.

1. Academic Program Directors serve on the Academic Affairs Committee as a voting member
2. Chair the Academic Program Committee as related to the academic program
3. Academic Program Directors are responsible overseeing the program needs, including
 - i. work with program academic faculty to update curriculum
 - ii. propose new courses and create new degree plans
 - iii. oversee curricular and reclassification changes
 - iv. recommend faculty course assignments
 - v. along with relevant Section Chairs, create academic schedule¹
 - vi. oversee and coordinate co-curricular initiatives and activities
 - vii. serve as committee member for certification/accreditation requirements
 - viii. review undergraduate, graduate, and transfer admission applications
 - ix. oversee and coordinate annual academic program assessment and evaluation processes
4. Academic Program Committees:
 - i. Membership: Membership in an Academic Program Committee shall be recommended by the Academic Program Director, subject to approval by that faculty member's Section Chair.
 - ii. Role: support curriculum management and development; review undergraduate, graduate, and/or transfer admissions; support annual assessment and evaluation processes; support maintenance of best practices in teaching; support co-curricular initiatives and activities; and other duties as assigned.

G. Sections may be added, transformed, or dissolved, by a majority vote of the Faculty Advisory Committee.

Section V – SCHOOL MEETINGS

- A. The School's Faculty and Staff shall meet monthly as a whole, to receive reports from the Dean on matters that may be of concern to the School. The Dean shall oversee these meetings. In the absence of the Dean, an Associate/Assistant Dean, selected by the Dean, shall preside over the meeting.
1. Voting: The result of any vote is determined by a simple majority of the eligible votes cast. In the case of a tie, a motion fails. A quorum for any vote shall consist of 51% of the Faculty. Proxy votes count, if notice has been sent by a Faculty

¹ "Relevant Section Chairs" refers to the Chairs of Sections that have faculty relevant to a given academic program

member to the Dean before the meeting authorizing an attending Faculty member to vote their proxy. Staff are not eligible to vote.

2. Minutes of Meetings: Minutes of meetings will be taken, distributed to the Faculty and Staff and maintained in a School file.
3. Announcements and Attendance at Meetings: Meetings are to be announced with an agenda at least two working days prior to the meeting. Faculty meetings are open to all members of the Faculty and Staff as defined in Section I.

Section VI – AMENDMENTS TO THE BYLAWS

1. These bylaws will be considered adopted if approved by the Dean and a majority of the faculty.
2. Amendments to these bylaws may be recommended by the Dean or by a petition signed by 20 percent of the faculty of the School. Their adoption requires approval of the Dean and a majority of the faculty.
3. These bylaws will be reviewed 3 years from their initial adoption, and then periodically every 5 years.

Appendix B



Vision for the Center for Visual & Performing Arts

Texas A&M University, Bryan/College Station, TX

This document outlines the purpose and functions of a new facility at Texas A&M University supporting the visual and performing arts and ensuring cultural events occurring on our campus provide a welcoming gateway into the university and in partnership with our community.

VISION: Provide a transformative space for the visual and performing arts in which we create the art, develop the technologies that enable the art, and study meanings and impacts at the emergence of an age where live, virtual, and augmented visual and performance merge to create new experiences. This center will support teaching and learning, exhibition and performance, research and creative works, technology, and intellectual property development. It creates the space where the academy and the community are woven together so that each thrives from connections with the others. The design of the center will be iconic in form, exceptional for its technology integration, adaptive, and encourage interdisciplinary collaboration in form and function.

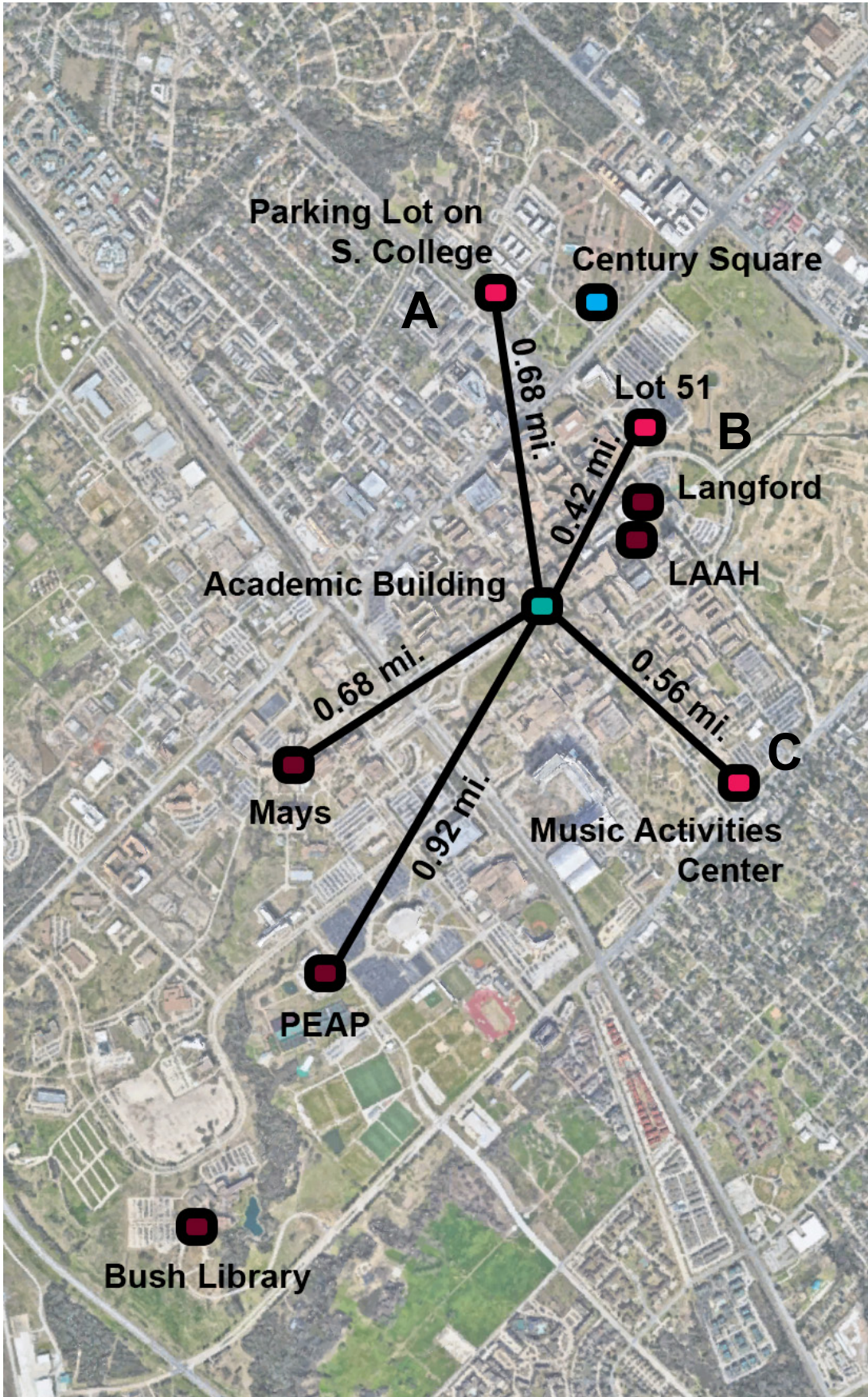
USES & INTEGRATION: Texas A&M University will use the facility to become a recognized nexus for the future of world building including storytelling environments, performance and the human experience through the fusion of visual arts, performing arts, media arts, computer science, humanities, psychology, human-computer interaction, and journalism. This center will be designed to support a spectrum of forms of student learning and faculty scholarship, and short and long-term artists and scholars in residence. The technology underpinnings of the spaces will enable immersion, augmentation, extension of performance and exhibition to audiences and participants outside of the physical venue, extension of teaching and learning beyond the students in the classrooms and studios, amplification of skill and knowledge acquisition through learning technologies, and flexibility in space use. The design for this facility will promote social interaction, collaboration, community engagement, health, agency, exploration, and nourishment for life-long learning.

CONTEXT: Leaders, thinkers, and innovators across a range of industries are trying to manage what the *metaverse*, *web3.0* and *NFT* mean to their futures. Simultaneously, there's an explosion of creative exploration of transmedia experiences for art, science, and commerce enabled by technology. To the best of our knowledge, no facility in the world provides an environment for the creation and exhibition of the products of art and science (STEAM) at the scale possible at Texas A&M University and in a way that is fully enabled by technology while fundamentally rooted in and supported by the traditional arts. No institution of higher education has committed to comprehensively developing the knowledge, talent and skills of the artists and technologists in a unified environment to address the visual and performing arts today and how they impact and influence broader society's 21st century adaptations.

Weekly Report - Visual & Performing Arts Center Subcommittee
 Working Group for the New School of Visual & Performing Arts
 4/12/2022

1. Summary of estimation of square footage required to accommodate activities within the new facility.

SPACE TYPE	SQ. FT.	
Collaboration Spaces	27355	7%
Admin and Faculty Offices	44107	11%
Outdoor Spaces	5550	1%
Public Performance & Exhibition Spaces	120942	30%
Production Spaces	44700	11%
Support Offices and Spaces	25648	6%
Teaching Spaces	130400	33%
	398701	100%



Parking Lot on S. College

Century Square

A

Lot 51

B

Langford

LAAH

Academic Building

0.68 mi.

0.68 mi.

0.42 mi.

0.56 mi.

Mays

Music Activities Center

C

0.92 mi.

PEAP

Bush Library

