

**Updated Implementation/Transition Plan
December 9, 2015**

From the Chancellor's Budget Report (May 2015)

Cadek Music Conservatory

Cadek is challenged to meet its budget primarily due to its income obligation. A thorough evaluation and analysis of Cadek operations is needed. The Provost will appoint a taskforce to review the operation and viability of Cadek.

Some of the issues to be considered include:

- ☐ Budget – is Cadek recovering all costs, if not, how much is the university subsidizing Cadek and is there an acceptable subsidy amount?
- ☐ Where should Cadek report?
- ☐ Is there a way to involve Music Department faculty and/or students in Cadek that would reduce operational costs?
- ☐ Renovations of the concert hall were done with the gifts from the community and this must be considered.

Timeline: A final report should be received by 15 January 2016

Report

Ann Laster has served as an Administrative Assistant for Cadek Conservatory since 2002. After the retirement of Dr. Paul Shurtz, Director of the Cadek Conservatory of Music, in June, 2015, Ann was appointed as an interim Coordinator to oversee the continued operations of Cadek in 2015-16.

On August 19, Dean Jeff Elwell met with the tenured faculty of the Music Department and informed them that if the Don Zimmer VRIP position is retained by the department in order to search for a replacement, the Music Department will become responsible for Cadek's annual income obligation of \$104,000. If, however, the department were to relinquish the position those funds would be applied toward the income expectation and Cadek Conservatory would simply be required to insure that income and expenses are equivalent. Since the Music Department could not realistically retain the faculty line and meet the income obligation the Zimmer line was given back to the University to eliminate the income obligation. The College of Arts and Sciences gave up \$29,000 in permanent salary savings to assist in eliminating the obligation.

In September, a Cadek Task Force was convened with the following members: Lee Harris; Ann Laster; Tyler Forrest (Business and Financial Affairs); Kevin Ford (Music Department faculty); Deanne Irvine (Cadek/Music Department faculty); Andrea Tierney (Cadek faculty). Among the issues discussed at the first meeting were the following: 1) Incentives to attract qualified teachers to Cadek; 2) Payment options for clients (students/parents); 3) Creating ensembles to attract students; 4) Cadek's image in the community and how recent publicity has affected it; 5) Condition of Cadek Hall (building); 6) Relationship of Cadek Conservatory and Continuing Education. Tyler Forrest was able to answer some of the financial questions that arose, but it was clear that the relationship between Cadek and Continuing Education would have to be explored after the new Con Ed Director was in place.

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In October, Lee Harris met with John Freeze, Director of Continuing Education, to find solutions to issues in registration, payment options and compensation of faculty. These required some consultation, but the following items were agreed upon: 1) Administrative fees assessed by Continuing Education should reflect the work involved rather than a flat fee amount; 2) Faculty pay should be based on individual credentials and experience, as is the case at other community music schools; 3) Payment options can be based on the number of lessons as well as faculty involved in order to make the process as clear as possible for all involved.

If choral and instrumental ensembles based at Cadec are created to attract K-12 students that will create more demand for private lessons. These ensembles could be directed by UTC Music faculty with Music majors as assistants. In a graduated lesson fee structure, the beginner lessons can be taught by qualified Music majors. More advanced students can study with experienced Cadec faculty; however, parents would have the option of choosing the teacher as long as there is room in the studio (space available).

At present, the Cadec Coordinator, Ann Laster, reports directly to Lee Harris, the Music Department Head. Both report to Jeff Elwell, Dean of Arts & Sciences.

The condition of the Cadec Hall building is of concern to everyone on campus familiar with its condition. A long-term solution must be found either by refurbishing the facility or relocating Cadec's operations. The State Office Building has the potential to afford the needed space for the Conservatory, as well as the Music Department offices, classrooms and studios currently housed in Cadec Hall. The most pressing need is for an acoustically suitable choral rehearsal space and the auditorium in the State Office Building is appropriate for this purpose. There is also plenty of parking around the building and that is a chronic problem and expense for the Conservatory in its current location.

Further meetings with the Cadec Task Force, Cadec office staff, Cadec Conservatory faculty are planned before the final report is submitted in January.

Lee D. Harris, Head
Music Department