



**CREATIVE COMMUNITY ENGAGEMENT for the
NEW CENTER for ARTS and DESIGN**

Prepared for



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EXECUTIVE SUMMARY

Purpose

The purpose of this research was to recommend a conceptual scope and outline of space for a creative community engagement interface at Mount Mary College as spearheaded by the new Center for Arts and Design.

Key Findings

The most salient findings to inform the direction of the Arts and Design building within the context of a community-centric creative campus strategy are below.

- The local creative economy is developing rapidly. The creative community is excited about Mount Mary's development and this is an especially opportune time for the College to exhibit leadership in creative community engagement and transformational leadership.
- *A clearly articulated creative campus strategy is a priority to establish the Center for Arts and Design as a catalytic, best in class initiative.*
- The Center for Arts and Design is an absolutely vital component of the creative campus strategy and MMC's community engagement, but it should not be positioned as a 'temple of creativity'; it is the lynchpin spark.
- *Completing a Future Industry Trends Assessment for the Arts and Design Division is a priority to determine market-relevant, contemporary programming for students; to ensure top-notch faculty, technology and curriculum; to support the creative campus initiative; and to foster engagement with the creative community.*
- In order to provide contemporary community engagement impact, a downtown/urban presence is recommended to participate in and contribute to the burgeoning 'creative vibe' in greater Milwaukee.

Recommendations

In order for MMC to become a leader in creative community engagement, it is recommended that the new Center for Arts and Design reflect best practices in providing students state of the art, first-class academic creative experiences as well as contemporary creative community engagement. This will be crucial in positioning MMC as a preferential choice for the best students interested in arts and design. Therefore, these recommendations are based on the identified academic needs, creative community research, and a review of best practices around the country.

It is recommended that the new Center for Arts and Design include the following unique components:

- the 'creative connection' welcoming atrium
- home of the Creative Leadership Institute
- a Fashion Lab/Incubator
- a class-to-retail product development studio for students, faculty, alumni
- an on-site art therapy clinic
- a 'backyard' with nature walks and outdoor classroom space
- a state-of-the-art media and research resource center
- the 'westside creative hub'; public community creative membership space with unique, creative meeting space

As a component of the above, it is recommended that there be 'creative connection corners' in all campus buildings mirroring the design and furniture of the central 'creative connection' atrium.

The detail of these recommendations can be found on pages 28-31.

Other recommendations include the following, with detail found on pages 31-32.

- Form a *Focus on Fashion* Task Force
- Establish the position of Creative Community Liaison
- Explore possibilities for a downtown/urban presence
- Begin a *Creativity Lives Here* campus program

Next Steps

The foremost next steps are: A) continue development of the creative campus initiative, and B) review building recommendations in light of current planning. In order to move the additional recommendations forward, a summary of the suggested next steps is below. More detail can be found on pages 33-34.

1. commence the Arts and Design Future Industry Trends Assessment
2. develop a strategic plan for the creative community component of the Center for Arts and Design
3. bring *creativity* development initiatives into campus life soon to begin to establish a 'culture of creativity' that is owned by all College personnel

A. INTRODUCTION

Mount Mary College (MMC) is intending to evolve into a creative campus, capitalizing on its signature program in Arts and Design and its commitment to the education of the whole person.

The Center for Arts and Design is to serve a three-fold purpose of 1) coordinating its Arts and Design programming into one space; 2) establishing a central 'creative hub' for the campus; and 3) providing community engagement capacities that align with MMC's capabilities and interests.

Integrating the external community into the Arts and Design Center within the creative campus evolution is the key issue being addressed in this proposal. It is critical to note that this is about both fostering new Arts and Design opportunities along with developing creativity on a campus-wide basis. And the overarching concept is to ensure that MMC's creative programming development is aligned with, supports, and helps lead the regional evolution of the creative industries economic industry growth.

A1. The Need

MMC has a strong understanding of its academic and common space deliverables for the Art and Design building, but desires to review its options and articulate a position for developing an integrated community engagement strategy.

In particular, MMC desires to have a template for broader creative campus community engagement. *MMC's foremost need is to develop a conceptual scope and outline of space for the creative community engagement interface. Specifically, who are most likely user-audiences for this space, how much space in aggregate within the Arts and Design building makes the most sense, what functionality it will need, and what is the potential for the integration of community engagement with academic programming.*

A2. The Approach

It will be critical to position MMC's creative community engagement strategy within a clearly defined context of its campus mission, the role of the new Arts and Design building, and creative community needs. Developing a holistic, well-researched approach will be critical to building a strong, articulate case for the general community as well as the campus community. MMC has indicated that the community engagement value proposition could well be what 'sells' the creative campus concept and the investment in the Arts and Design building.

Ultimately, the big question is what is the best intersection between MMC's community engagement and creative campus mission, and the growth potential for a more creative community across Southeastern Wisconsin.

A3. The Mount Mary College Mission

Mount Mary's vision is to be recognized as a diverse learning community that works in partnership with local, national and global organizations to educate women to transform the world. The College wants to serve as a living example of transforming lives in pursuit of social justice, and they want to be recognized as producing servant-leaders for the 21st Century.

In its recent Operation Refresh Planning Initiative, some of the objectives include 'build on the strength and recognized stature of Arts and Design programs via state-of-the-art facilities, programs and techniques'. This would include constructing a new Center for Arts and Design.

Additionally, Mount Mary College is clear about having a community impact, and they want to 'actively participate in greater Milwaukee's social and economic renaissance'. In particular, the College wants to ensure that collaborative work is the norm across campus activities and programs. This is closely linked with the need for Mount Mary College to raise its visibility.

Perhaps most telling for the purposes of this approach is the strategy "Design and deploy 'win-win' projects with community partners in ways that integrate our curriculum with research and service learning and offer direct deliverables to the community."

A4. Report Format

This report is structured as:

- Research Work Scope
 - o External review
 - o Internal review
 - o Creative community engagement
- Summary Findings
- Recommendations
- Next Steps

B. RESEARCH WORK SCOPE

B1. The EXTERNAL REVIEW

The Jim Daniels Report

MMC asked Jim Daniels of Bentz Whaley Flessner, MN, to do a community study of creative economy opportunities in winter/spring of 2012. Findings were:

- MMC has opportunity to connect to the broader Milwaukee creative economy initiative. CAM, MiKE, creative collaborative spaces
- some sort of creative hub service?? Manage a website??
- Forum/meeting space for creative community activities – monthly ‘creative conversations’? exploring various topics with a research/academic focus?
- MMC focus on ‘creative education’ – both as an academic subject as well as a pathway for career development skills
- MMC could focus on fashion/textile design – symposium, incubator, internships, mentorships

Greater Milwaukee Creative Community Status

Currently, the six largest organizations directly resourcing the creative community are United Performing Arts Fund (UPAF), Creative Alliance Milwaukee (CAM), Milwaukee Artists Resource Network (MARN), ArtMilwaukee/Newaukee, the GMC initiative, Innovation in Milwaukee (MiKE), and BizStarts. UPAF’s focus is to raise dollars for the performing arts community, and they raise about \$10 million per year.

CAM’s focus is to link, leverage and promote the creative community. It has a resource website, it partners with Visit Milwaukee on image branding, it is partnering with MIAD for a *Creativity At Work* conference in September 2012. One of the break-out sessions will be on Creative Education, which Christine Harris will facilitate, and Eileen Schwalbach will be representing MMC on the panel. CAM also manages the Milwaukee Arts Education Directory and the Creative Milwaukee On Tour program. CAM wishes to be *the* promotional and leveraging resource for the greater Milwaukee creative community.

The GMC’s MiKE initiative is focused on innovation primarily through design technology. Their focus is to stimulate innovation through greater access in the business community to talented, young designers developing innovative product based on interactive technology; and at the same time developing the talent stream within greater Milwaukee. The idea is to evolve an innovation hub that gives Milwaukee business direct access to talented design technologists. They operate a physical space, Open MiKE, at the Grand Ave Shops.

MARN, fueling greater Milwaukee's creatives, is focused on serving the individual artist – fostering their development and promoting their work. They have an artist profile website, they operate a physical space, they have a strong mentor program and they offer a wide range of workshops to serve the growth of the independent artist community.

Art Milwaukee/Newaukee are two organizations who have come together under the umbrella of Clever to offer young professionals experiential connections to Milwaukee through arts advocacy and event engagement. They are predominantly focused on providing unique social opportunities to engage with each other, the resources of Milwaukee, and a broad range of artistic expression.

BizStarts is an organization whose mission is to “create a vibrant, innovative and prosperous entrepreneurial business climate in the M7 region by inspiring, nurturing, connecting and celebrating entrepreneurs and their companies. They are committed to get more entrepreneurship in the college curriculum – getting that entrepreneurial mindset underway.

While there are some partnerships and collaborations amongst these groups, the overall creative economy initiative is new enough that there is not yet a cohesive strategy to serve and grow the creative economy. There is more than enough room for Mount Mary College's contribution. Examples of how MMC could connect with these organizations include:

- space rental for westside events and meetings
- convening creative community leadership for group gatherings; conferences
- creative educational experiences; hands on creative work, creative leadership speaker programs
- student membership affiliations

Creative Collaborative Spaces

CAM was commissioned by the GMC's MiKE to construct an inventory profile of the creative collaborative spaces in greater Milwaukee. For the purposes of this research, creative collaborative spaces were defined as meeting the criteria of defined physical location; individuals making a product – for sale or not; individual and shared workspace; and collaborative work opportunities. This research showed the following:

- there are at least two dozen identified 'creative collaborative spaces' in greater Milwaukee
- these spaces were roughly split between nonprofit and for-profit business models
- there was a combination of business oriented spaces as well as avocation, or hobby outlet, spaces
- most of the spaces operate solely on earned revenue from usage and membership fees

- these spaces do not know much of each other
- there is not enough public awareness of these spaces
- the managers of these spaces desire more leadership and management training

There is an interest in connecting these spaces into some sort of 'association' but no one organization has moved to do that, although Bucketworks (the oldest such space at 10 years) has expressed a desire to take a leadership role.

The full report is available on the Creative Alliance Milwaukee website – www.creativealliancemke.org.

Two of these spaces were further explored – RedLine Gallery and Hudson – with commentary in the Creative Community Engagement scan.

The Chicago Fashion Incubator (www.chicagofashionincubator.org)

The Chicago Fashion Incubator (CFI) is a product of Mayor Richard M. Daley's Fashion Initiative and is located in the downtown Macy's store. CFI creates innovative solutions to bridge the gap between education and entrepreneurship.

They provide for six Designers-in-Residence for a one year period; as well as up to 12 Associate Designers, offering workshops, roundtables and access to equipment.

CFI is located in a 2,375 square foot 11th floor suite generously provided by Macy's on State Street with build out by Pepper Construction. CFI is comprised of 3 shared offices for the 6 juried resident designers, a manufacturing resource center, and a showroom/conference space. The space provides equipment that is often to expensive for emerging businesses, including two thirty foot cutting tables, seventeen sewing machines, eight computers and office equipment.

Peer Academic Review

The art and design program of the following institutions were reviewed based on specific recommendation from MMC's Office Institutional Advancement. In some cases it was a website search, and in other cases the head of the art and design program was interviewed. In addition, the report prepared by MMC's Office of Institutional Advancement after selected site visits was reviewed. The full notes from this review are in Appendix A.

- Cincinnati College of Design, Architecture, Art and Planning
- Columbus College of Art and Design
- Fashion Institute of Technology
- Kent State University
- Michigan School of Art and Design
- Middlebury College

- Parsons New School for Design
- Pratt School of Art and Design
- Ringling College of Art and Design
- Savannah College of Art and Design (SCAD)
- Stanford 'd' school

Reviewing these institutions led to the following observations:

Mission:

- Clearly articulated mission statements for their art/design areas.
- Like MMC, emphasis on professional career building.
- Many of the institutions had full-fledged fine arts programming and considered it essential core curriculum for the other study areas; not just as service areas; and they were well integrated.

Programming:

- Some of the names of the majors reflected a more contemporary world – such as graphic communications or communication arts vs graphic design
- There were augmented or new areas such as an entire area devoted to *digital or interactive* media; and a *service design* curriculum
- Strong emphasis on 'design thinking', design strategies, and interdisciplinary.
- Some design programs included industrial/product and built environment (architecture, landscape, etc)
- Study areas often included illustration, photography, and computer/digital arts. Some additional majors included urban planning/urban studies.
- Strong emphasis on contemporary industry research; what are the trends and how can academic research make a contribution to professional industry development.
- Some programs were developing strong interface with or including curriculum study on business and entrepreneurship. Examples include SCAD's entrepreneurship for designers/minor in entrepreneurship, Ringling's art and design entrepreneurship, Parson's 'strategic design and management', Columbus teaming up with Venture Highway for entrepreneurship classes.
- There were programs that included the study of fine craft, like jewelry.

Community Engagement:

- Highly developed professional connections for internships, business opportunities for students, urban networking. More and more emphasis on studying abroad or community service away from campus.
- Some institutions were evolving centers of creativity or imagination – moving directly into the world of applied creativity with or without a creative campus focus. These centers are direct connections between the campus and the professional community. E.G. Ringling College's Center for Applied Creativity and Imagination; Cincinnati's Community Design Center.
- Middlebury offered space for any kind of personal creation at any time.
- Many institutions offered opportunities for student business activity; either as a class project or as an incubator business of their own

There is always significant interest in the Stanford 'd' school because of its innovative, integrated design approach. It is important to note here that the school is an independent program, does not grant degrees, and considers itself a 'hub for innovators'. At its core is its 'design thinking' approach, requiring creative and analytical approaches with collaboration across disciplines. If MMC is interested in aspiring to this model, it will require some realignment of its mission, faculty capacities, and curriculum.

While not wishing to repeat what was covered in the internal campus visit report, reviewing the space/design of these facilities led to the following observations:

- Exhibition/gallery spaces for professional and student work, with critique space are very important.
- High emphasis on multi-functional, large spaces that could be adapted for multiple uses.
- Space for visiting professionals of varying duration
- Opportunities all around for connection, collaboration, accidental conversations – both planned and spontaneous.

With regard to community engagement space, other than visiting creatives, these peer institutions did not articulate specific dedicated community space within their campus facilities; nor was this kind of space referenced in the MMC internal report following their campus visits. That said, this researcher learned of the Harvard Innovation Lab (<http://ilab.harvard.edu>) - an initiative fostering entrepreneurial activities and deepening interactions among students, faculty, entrepreneurs, and community members; and of plans for a purpose built business incubator/accelerator space at the Columbus College of Art and Design in the fall of 2012.

Interview with Kevin Conlon, Vice President for Academic Affairs, Columbus College of Art and Design

This was a far-ranging and fascinating interview with a leader in the field. Before taking over at Columbus, he was director of Ringling College of Art and Design.

As MMC moves into a new art and design facility as a precursor to evolving into a creative campus, Mr. Conlon observed the following:

- examine the nature and direction of your curriculum to support the process of designing a building;
- review and understand the professional trends of the fields of study to know what the curriculum and technological needs are into the future;
- most schools are driven from a 'pedagogical practice that is 20-30 years old and not serving today's world';
- build a program that meets the needs of the industry if the focus is on developing students for professional practice;

- CCAD is starting a Program Advisory Council for each program area; inviting representatives from best practice academia, and the professional industry – for feedback and advice on curriculum and programming for the future. Department Chairs are asked to find preeminent examples that best represent their profession and academic programming for the Council.
 - ‘your output is their input’
 - internships help feed into who sits on these councils because they are at the nexus of academic study and professional practice
 - believes in ‘externships’ – visiting professionals spend time on campus
 - creating an intersection of profession and academic
 - next step will be a Quality Enhancement Plan for each subject area
- each department chair required to demonstrate the viability of their outcomes and capacity of their students to get jobs;
- starting to look at what is happening down the road; e.g. the death of print is affecting the role of illustration, photography moving to digital practice, growth in cinematic arts, growth in industrial design;
- Fine Arts is a critical component because their approach is multi-disciplinary, and that the fine arts are ‘the intellectual and philosophical heart of the program’. They represent the newest developments, the experimental, and they push the boundaries. Important for reasoning methodology.
- expect faculty to attend professional conferences, do free lance work, be part of professional organizations, and have a strong service component;
- eventually, wants faculty to be conference presenters and leaders;
- believes strongly in integrated curriculum teaching; constantly looking at how to improve the curriculum architecture and student self-evaluation practice;
- now developing assessment tools for making career choices, including things like Meyers-Briggs testing, to help students match their skills and interests with professional opportunities.

What Does the External Environmental Scan Tell Us?

- ❖ Commencing with a focus on Art and Design can be an appropriate entry into the creative campus initiative.
- ❖ Undertaking a thorough assessment of the industry trends and direction of their professional fields appears to be a hallmark of the successfully growing peer institutions - to ensure it is offering contemporary curriculum, progressive community connections and relevant technological capacities.
- ❖ Fine Arts is considered an integral part of the broader art and design programming by many of the peer institutions.
- ❖ Integrated teaching, curriculum and learning opportunities are critical now.
- ❖ There are opportunities for creative community collaborations – such as with the creative collaborative spaces, Creative Alliance, MARN, etc. – both for resource sharing as well as mentor and project opportunities.

- ❖ The Chicago Fashion Incubator is an excellent example of an opportunity that could strengthen MMC's already strong program.
- ❖ The role of externships, internships, professional experience, and study abroad is considered integral to a strong academic program.
- ❖ While there may not be explicit community-dedicated space on peer campuses, some initiatives are underway to establish centers of creativity or innovation as part of their campus offerings.

KEY OBSERVATIONS

There is clearly an opportunity for MMC to 'jump into' the creative community and make its own unique contribution. The creative economy is only just getting underway in any organized fashion locally, so timing is excellent.

This would be a good time to review and publish vision and mission statements for the Arts and Design Division, in alignment with a strategic vision for the creative campus.

MMC would be wise to have its Arts and Design Division immediately conduct an industry assessment of the trends and directions of their professional fields, as well as examine emerging fields connected to these areas. The value of this assessment would be to ensure that its offerings, building space, and technology considerations are appropriate for the future professions in this field. Also, this would be a good opportunity to consider the role of Fine Arts in the bigger curriculum picture.

It will be increasingly important for ongoing community connections to be strategically aligned with curriculum learning in order for professional preparation and community partnerships to be fully realized.

B2. The INTERNAL REVIEW

Arts and Design Division Faculty

The full summary of the faculty interviews can be found in Appendix B.

What makes them most excited about the building is:

- opportunity for much better faculty relationships
- better integrated programming and teaching synergy
- stronger connection with the students and the community
- brings all services and resources under one roof
- 'legitimizes' and strengthens visibility of the Art and Design division

What makes them most nervous about the building is:

- it's been discussed before; will it really happen?
- won't be big enough or have the most recent technology
- won't have design input from faculty or students

- doesn't include the music department
- it will be too 'pretty' and not gritty enough

Current community connections:

- there are several community connections in each study area
- a strategic vision for these community connections is not always developed
- strong belief that there are too many overlapping interests and not enough coordination of resources
- no overarching Art and Design vision or strategy for community partnerships
- believe not enough time is allowed to develop stronger community relationships
- very strong Fashion connections with Kohl's, Bon Ton and others
- need to have up-to-date technology and other resources to contribute to a partnership, which many believe has been lacking
- curriculum needs revamping to be more current

Criteria for a successful community partnership:

- MMC must get out more into the community; integral to the overall mission
- highly collaborative
- linking social service and the arts
- enthusiasm for being experimental and taking risks; stop starting with why something won't work
- involving professionals on a regular basis
- need 'think tank' space
- should be grounded in 'women' but open to all
- bring all missions together: social, community, technology
- would be good see more tangible events on campus
- offer a networking hub
- need to teach students how to connect across the community

What kinds of creative community programming would be most successful at MMC?

- Friends of Fashion should continue to grow
- High School Fashion Boot Camp developed against odds and doing well
- Business entrepreneurship opportunities; setting up businesses on campus (e.g. alterations, graphic design); and having students incubate their own businesses
- collaboration with other institutions, e.g. multi-school exhibits
- short term, community project collaborations
- host smaller, Milwaukee based groups
- connected to events already happening; MiKE, Marquette Innovation event; find ways to fit in with what is going on
- approach other institutions as collaboration, not competition, e.g. articulation agreements with MIAD

Because this researcher knew of MMC's participation in Gallery Night, moving the fashion show to a downtown venue, and had heard from both faculty and members

of the creative community that there would be value in MMC students having access to the downtown/urban 'creative vibe', this was explored in the research. Thoughts on an urban/downtown presence for the A&D program from MMC faculty included:

- better word of mouth for MMC
- would be good to be better connected to professional associations
- would help with internships
- make sure engagement congruent with social justice mission
- would need dedicated coordination time and money
- would be terrific value to students but might be difficult with more challenging students
- mentoring and internship would benefit
- need to constructively balance teaching and community involvement

Other thoughts:

- faculty aren't given enough time to properly develop community relationships
- need a charismatic, engaging leader for the Art and Design Division
- don't believe ideas and expertise are properly acknowledged by leadership
- MMC needs to prioritize; tends to want to do it all and then can't do it well. Pick a few good ideas and see them through
- enrollment in the majors needs to be addressed in tandem with faculty strengths
- technology needs to be vastly improved for students and faculty; MMC is being passed over because technology isn't contemporary
- need to account for the developments in our professions in this new space
- need a discussion within A&D faculty on similarities and differences so that the division can have a unified strategy
- A&D needs better visibility in promotion and advertising
- Current A&D faculty see Fine Arts being marginalized and they want it to be stronger because it is an underpinning of strong professional development
- students need to have ownership of some aspect of this new building development to know that their ideas and course of study matter
- campus faculty environment is challenging; feeling underpaid and overworked with little development support
- could become catalytic but don't want to alienate the rest of the school; everyone has to see the larger picture

Opinions on Space Needs:

- interconnected and flexible
- studio which will take photos of work displayed
- mark-up walls
- storage for critique and general
- dedicated, temperature controlled gallery and costume collection space
- conference space
- auditorium for about 200; convertible
- designated outdoor space for working and reflecting

- reception space
- incubating space

What does the Faculty review tell us?

- ❖ concern about administration's commitment to resource development and risk taking
- ❖ has not been enough time or money to develop a lot of strong community relationships
- ❖ faculty is passionate about the community service mission of MMC
- ❖ belief that this new building could dramatically change the perception of MMC both on and off campus
- ❖ they believe in some urban/downtown presence for students and faculty
- ❖ technology is outdated and needs to be seriously addressed

Administrative and Leadership

An overarching message heard across these interviews was that Mount Mary College is both preparing for practical careers as well as offering strong private liberal arts study. That said, the basic liberal arts major has smaller enrollment than coursework in support/service of the professional career majors. MMC is dedicated to preparing for career opportunity for its highly diverse range of students, and this approach fits its current student profile.

Issues Facing Mount Mary College

- financial pressures and financial capacity of students; too dependent on tuition income
- academic challenge of catering to the 'less ready' college student base and yet proud of student diversity. How to get the 'most ready' diverse students?
- enrollment decreases must be stemmed but will not go co-ed
- new programs, such as new relationship with Columbia College of Nursing
- want to provide better service to the community
- self-image; local and national presence of MMC needs significant strengthening
- need to bring program offerings up to date and understand professional direction of programs being offered
- need better links to corporations, with more focus on job placement
- need stronger links to middle/high school students from greater Milwaukee

Thoughts on Art and Design Division

- no cohesive common mission and not enough intra-disciplinary focus
- need more market-relevant programming
- more internships and community partnerships are needed
- resources have been depleted and need to be brought up to date

- if this building happens, should be accompanied by a commitment to building a national reputation
- fashion is a signature program and should be in the forefront of the A&D focus. Other A&D programming needs to be upgraded – the academic approach needs to come up to how well fashion has connected with its professional industry
- art therapy has a national reputation with strong community connections
- conducting an internal program review for professional development needs can be a cumbersome process; need to determine what is desired outcome
- there has not been recently nor is there planned (as of this writing) to be in the immediate future a programmatic review of the A&D curriculum in relation to the direction of its relevant professional careers

Thoughts on Arts and Design Building

- nervous about finding enough funding to support the development; can we find enough large donors to get it off the ground
- excited about the doors it could open and how it is a catalyst for change
- how to make it the ‘community’s’ building
- make sure there is a ‘surprise’ element; opportunity for the unexpected
- inclusion of a community garden; where does sustainability fit in?
- opportunity for both a new facility and the new concept of creative campus
- must make sure that this new space provides something for everybody; needs to be inclusive
- how broad the residents of the building? Should the business entrepreneurship program be there? Marketing and Public Relations?
- if successful, it will:
 - elevate all A&D programs in quality and quantity
 - be recognized by employers in the region for talent
 - be recognized by community as a place that values creativity
 - build a reputation beyond Milwaukee presence
 - continue to capitalize on developing national reputation of art therapy and fashion
 - bring more students and community members to MMC campus
- don’t want building to be a ‘temple to creativity’, which is antithetical to being a creative campus; must have functionality beyond A&D.
- anyone on campus should feel comfortable using the space; must be multi-purpose
- should the Business area be included in this building?
- different opinions on how traditional versus contemporary; how finished versus raw the building should be. MMC wants to keep a consistent exterior appearance.
- needs to serve moving the academic programs forward
- needs to offer internship and externship programs
- easily transformed and flexible space
- opportunity to focus on the female entrepreneur development

Community Engagement Criteria

- opportunity to re-introduce MMC to the community
- can be an incubator for ideas and problem solving; community town halls
- new A&D focus could be connected to the women's leadership institute; linking creativity and problem solving to leadership and transformation issues
- faculty buy-in and energy
- must have sound curriculum and programming readily available
- need stronger middle and high school connections; could MMC provide specific programming to K-12 schools, ala Urban Ecology?

Creative Community Programming

- an urban presence would be great if it is the right 'fit' and mission oriented
- need to be conservative to get it off the ground and explore growth
- must have a strong community mission; not just a transplanted campus program – needs a focus beyond class

Creative Campus Initiative

- how willing is MMC to take a risk; are we really ready for this
- there needs to be a meaningful plan with an advisory council; assess community needs and how MMC can meet them. This would include advocating for the creative community.
- how should MMC link creative campus idea with its social justice mission; how does it all fit together
- does MMC really have the heart and spirit to commit to a 'creative campus'?
- this is a good fit for MMC because of the programs currently offered along with the social justice/community engagement mission of MMC
- having a new A&D building will help support the creative campus initiative; opportunity to strengthen creativity across campus
- faculty survey in May 2012 indicated that most faculty want to learn how to work with the creative process, and explore a more creative approach to their curriculum and teaching
- initiating an approach to creative problem solving across all disciplines would be a good thing
- an excellent catalyst for growth and recognition

(NOTE: Since completion of this research, the Mount Mary College Board of Trustees and senior administration have embraced the creative campus initiative.)

The Creative Campus: Opportunities and Practices Reported by MMC Faculty

This May 17, 2012 report reported the findings of a faculty survey related to a creative campus development. Research is quoted indicating that a creative campus not only can foster great personal growth for students, but it has the potential to give these institutions a competitive edge in recruiting students. There is also significant opportunity to connect to the local creative community.

Fifty-eight of the faculty completed the survey. This study showed that: 1) collaborating with others, classroom instruction, trusting your colleagues, and providing opportunities for students to re-do their work were viewed as both important and there were opportunities to do so; 2) developing student's creativity, using new and old information to problem solve, having time to engage in creative projects, and having opportunities for training on pedagogies/methods were viewed as important but low in terms of campus opportunities; 3) generally, faculty assignments required using creative problem solving skills with observation and idea generation being the highest incorporated areas.

With respect to professional development activities faculty would like to see, they were, in order, a speaker on pedagogy and creativity; a series of workshops on implementing the creative campus; and a speaker on creativity and innovation. Other ideas included sharing best practices, interactive workshops or roundtables.

Appendix C is a list of all Mount Mary College interviewees.

What does the Administrative review tell us?

- ❖ Financial pressures are linked to lower enrollments, which in turn may well be impacted by Arts and Design programming that does not have up-to-date resources or leading edge curriculum.
- ❖ As a result of financial pressures, building a campaign for the new building is a daunting task. And yet it is also recognized that this building provides an opportunity for program and resource improvements.
- ❖ Fashion and Art Therapy are the signature programs of Arts and Design and should be in the forefront of Arts and Design Division development.
- ❖ There is opportunity for upgrading Arts and Design programming.
- ❖ This Arts and Design center must be totally aligned with the creative campus strategy and not be seen as its own 'temple to creativity'.
- ❖ Community engagement programming needs to be part of the new Arts and Design development – including an urban/downtown presence.

What Does the Internal Environmental Scan Tell Us?

- ❖ MMC is in the process of finding the nexus where financial stability, mission-driven community service, relevant career preparation, and creative learning/teaching come together.
 - Some concern about whether MMC has the will and the resources to make the A&D building and creative campus successful.
- ❖ Establishing a contemporary local and national image is very important.
- ❖ The development of the A&D building is a critical next step.
- ❖ The creative campus and the A&D building are significant opportunities for MMC's growth and visibility.
- ❖ There is opportunity for highlighting strengths of Fashion and Art Therapy, and for upgrading the A&D programming.

- ❖ The Arts and Design building needs to be community-relevant, highly flexible, and campus-wide inclusive.
- ❖ An urban/downtown presence could be very beneficial for MMC if mission-centric and manageable.
- ❖ There is a perception that the creative campus move would be highly valuable to MMC's future, and that it needs strategic planning and direction.
- ❖ There is opportunity for campus faculty to incorporate more creative learning methodology immediately.

KEY OBSERVATIONS

The Arts and Design building cannot be created in a vacuum. It must be in alignment with a clearly articulated creative campus strategy, it must offer direct and visible creative community connections, and it needs to personify creativity.

The Arts and Design division should develop an overarching community partnership strategy. As part of this process, it should look very closely at the current professional creative community initiatives to explore alignment opportunities – such as MiKE, Creative Alliance, ArtMilwaukee, the creative collaborative space movement. If MMC is going to be serious about creative community engagement, it needs to be better connected to the leading creative economy initiatives.

There is significant faculty concern (and a fair amount of 'whining') about whether the College has the commitment and resources to produce a professionally relevant new arts and design center. That said, all faculty are passionate about its potential.

Fashion and Art Therapy are 'leading lights' and could play a significant key role in distinguishing the Arts and Design Division. Investing resources to move these two areas forward intentionally deserves very serious review. An industry-based enterprise incubator for the prestigious Fashion focus and an Art Therapy on-campus clinic could significantly distinguish these very strong departments and foster many more in-depth community relationships.

Offering the MMC student and faculty a downtown/urban creative connection seems to be a critical component of a contemporary, innovative arts and design curriculum – particularly given the creative economy opportunities available and the strongly evolving urban 'creative vide' in downtown Milwaukee.

As a serious note, this researcher found that many of the faculty interviewed did not seem deeply embedded in current professional industry trends nor leading edge in their curricular strategies. And, many seemed very, very weary.

A building without the most current technological and physical resources being guided by the most talented, professionally astute faculty will not succeed in giving MMC a distinctive professional collegiate edge in the marketplace.

B3. CREATIVE COMMUNITY ENGAGEMENT

Creative Community Focus Groups

Two focus groups were held with members of the professional creative community – one on the MMC campus and one at Bucketworks in the 5th Ward. Christine Harris facilitated the sessions, and Donna Gastevich represented MMC at the campus session, and Elisabeth Ruidl represented MMC at the Bucketworks session as well as took notes at both sessions. There were a total of 9 creative community members and a listing of all external interviewees is provided in Appendix D.

A summary of those sessions follows:

- most knew little about MMC's Art and Design division
- some had worked with MMC: in the fashion program, with the art therapy program, on the Talent Dividend
- other institutions they were affiliated with included strong connections with MIAD, Marquette, Art Institute, Alverno, UWM, Wilson Center for the Arts, UWM
- significant issues facing creative community:
 - o people still don't think arts fit in the business world
 - o creative and artist can be loaded words in a business context – need to reclaim the meaning
 - o arts need to be presented as more accessible
 - o segregation within the community is a challenge; MMC can offer a 'coming together' place
 - o sharing and educating each other is a significant opportunity; the silos need to change; get past barriers between colleges
- criteria for successful community partnerships:
 - o expectations and assumptions need to be clear
 - o needs to be a responsible point person for each party
 - o solid communication planning
 - o consistency
 - o flexibility
 - o priority to build something meaningful, not just chase the \$\$'s; capable of growing with the needs
 - o identify short and long term goals
 - o core mission focus for all partners
- what are the potential opportunities for MMC?
 - o MMC has strong community ethics; believe in true collaboration
 - o MMC can play a leadership role in speaking about the value of arts and creativity across our communities
 - o students and designers having workspace together – for projects, mentorship, showcase work, potential business incubation

- relate to business how important it is to have workforce which is creative and can think on its feet/workforce development connection
- helping train employers how to keep creative talent here
- connecting creative campus to the innovation developing here - partnerships with the innovation programs, such as MiKE – offer internships and apprenticeships for the graduate, not just the ones still in school. A ‘creative independent study’ program??
- provide resources on community opportunities for students – jobs as well as internships – even if not placing the interns
- incubator space for the Fashion program; offering services on campus as well as building new businesses. Include space to showcase work.
 - Special focus on women entrepreneurship
- host a ‘creative boot camp’ for middle school and high school kids; engage these students
- connect with shops downtown for showcasing work or internships
- rent/barter for space in some of the creative collaborative spaces for an urban experience – mentorship; creativity workshops; projects
 - goal is to attract A&D students to MMC; keep creative students in Milwaukee
- creative residencies and externships with local professionals
- offering additional study in creative areas for adult learners
- On campus versus off campus creative community engagement
 - MMC is a beautiful, natural campus
 - needs to host more events for campus to ‘come alive’
 - campus offers peace and tranquility for reflection
 - public transit access to MMC a challenge
 - need to ‘downtown satellite’ some things; need to determine goals and who is being targeted
 - tap into existing spaces; no need to invent or create MMC space per se; will foster more collaboration that way
 - is there more opportunity for Waukesha/Brookfield connections?
- What would you expect from this building if it serves the creative community?
 - needs to have a different ‘feel’ than anything else on campus
 - can it be visible from further away than the campus itself?
 - 24/7 access for community users
 - robust Wi-Fi
 - functional, but not too ‘pretty’; very, very adaptable and flexible
 - need to be able to get very messy and not worry about it
 - check out local creative collaborative spaces as example
 - offering space exclusively for professional residencies
 - sense that all are working in a shared environment
 - incubator space for the fashion artists
 - totally flexible and current technology
 - a strong graphic communications program is critical to so many developing careers – and it fits both high end and middle stream jobs

- consider other programming:
 - make-up arts
 - A/V production; video production learning is very limited locally
 - the technology of fashion, e.g. sound, set and lighting design

Members of the professional creative community potentially interested in connecting with MMC's creative initiatives include:

- young creative entrepreneurs looking for more education, access to collaboration, more resources for personal and professional development
- professionals willing to be mentors or provide 'extern' and 'intern' ships to MMC students and faculty
- professionals within creative enterprises, e.g. designers, artists, who are interested in expanding their talents through more information (such as lectures, workshops, class audit) or branching out. For example, a designer at Kohl's establishing a visiting artist residency at MMC.
- owners/managers of creative collaborative spaces who are interested in establishing partnerships with MMC as a new creative collaborative space

Community Partnerships

Two organizations were very interested in offering partnership opportunities to MMC. They are RedLine Gallery and Hudson Business Lounge. Interviews with both are summarized below.

1) RedLine Milwaukee:

RedLine Milwaukee is located at 1422 N. 4th St, Milwaukee, and is "an urban laboratory that seeks to nourish the individual practice of contemporary art and to stimulate the creative potential of the local community to which we are linked. Through residency, education, outreach and challenging exhibition programs with a focus on social justice, RedLine inspires and impacts new generations of cultural and civic transformers".

RedLine's co-founders, Lori Bauman and Steve Vande Zande, are keenly interested in a very close relationship with MMC. After several discussions between the organizations and site visits, RedLine believes that the programming it offers is well suited to being replicated and enhanced with a MMC alliance. Their work with kids, practicing artists, and community services is in alignment with MMC's art and design programming.

In fact, RedLine has proposed that MMC purchase their building as a downtown/urban programming satellite for synergistic art and design programs, and hire Steve Vande Zande as program director. The RedLine building could be used for artists-

in-residence mentorship programming, community arts education, MMC visiting artist residencies, printmaking and other practicum workshops.

The advantage to such a satellite would be connecting to the urban experience, access to the talented experience of Lori and Steve, and being in an interesting, eclectic near downtown neighborhood. The programming could include:

- faculty development (mentors, professional development)
- new grads or senior work study as 'artists-in-residence'; starting to build businesses
- student showings and being mentees of RedLine artists in residence
- equipment exchange between MMC campus and RedLine facility
- exhibition space downtown
- fashion boot camp partnership

Basically, RedLine could become an urban laboratory for the arts and design division of MMC.

2) Hudson Business Lounge:

Hudson is a new shared office space facility in the Third Ward (Chicago and Buffalo Sts) – due to officially open in September, although they have been signing up memberships for months. It calls itself a 'co-working business lounge and workplace'.

Barbara DeMeulenaere, manager, is very keen to develop a partnership with MMC. She has offered a student membership, \$25/month; dedicated student space; and the opportunity for the student members to attend their business development workshops. Students would have the opportunity to:

- meet with mentors
- observe a collaborative business environment
- learn from the workshops on site
- use the space for any downtown meetings

In addition, Barbara would be happy to discuss any other partnership – such as helping to incubate businesses; help network to find mentor opportunities; help make MMC visible in their environment; etc. MMC could hold a corporate membership, which would allow X students access for selected weekly hours, or the membership could be in the individual student name.

THE CREATIVE CAMPUS – Elizabeth Long Lingo Interview

Elizabeth Long Lingo is the Director of the Creative Campus Initiative and the Curb Programs in Creative Enterprise and Public Leadership. She has been a leading authority and researcher on the creative campus development for many years. Elizabeth participated in the January 'creative campus' retreat at MMC. She was

interviewed in July 2012 for this research project about the approach MMC was taking on evolving a creative campus along with the new Art and Design building.

Notes from the interview:

- There are many different ways for a creative campus to unfold, and leading with a new Art and Design initiative is very workable.
- Art and Design crosses disciplines and can be an integrating force in spearheading the creative campus development.
 - If that is the approach, it is critical for the A & D division to get its house in order with respect to faculty and curriculum.
 - If this is where leadership is expected to come from, then MMC needs to invest in A&D leadership first – build confidence and resources to move this campus initiative forward.
- The new A&D building must be designed with an unfolding creative campus in mind; the space must be flexible in order to evolve.
- The creative campus development could be a real jewel for MMC. It's not just about creativity and design, it's about harnessing creative capital for the public good – which is in total alignment with the MMC mission.
- Building creative capacity must be about serving the public good; helping to solve community problems and issues; helping develop creativity skills in the next generation.
- Within a creative campus, study is more project based; finding creative solutions to issues.
 - Community creative problem solving should be used as capstone projects.
 - User centered design
 - Opportunity to pilot and/or implement
 - Solid pedagogy is needed to guide and resource such projects
 - Working with real clients
- A&D within the creative campus could build a network to find projects and problems to work on together – coalescing partnerships.
 - Offers opportunities for alumni access
 - Community members working directly with students on a project
 - Make sure students take one course each year that has an applied learning project
 - Ensure it is interdisciplinary and includes community
 - Teach through experiential learning
- Important to create a network model of community creative problem solving; its about building creative capacity for finding solutions
 - Fostering collective creativity to implement change
 - Answer the 'so what' of working on a project or issue
 - Build creative practice skillsets; make creativity a habit
- With creative campus evolution, the entire student body develops creativity skillset
- Showcase creativity and creative talent regularly

- Creative industries showcase annually
- How to lead a creative life
- Maker Faire
- Creative identities 'open house'; what does creativity look like across all disciplines
- Articulate the difference between creativity and innovation; how you need to learn how to develop your own creative capacity before you can innovate new products
 - Help businesses understand their role in nurturing creative capacities

What does the Creative Community Research tell us?

- ❖ The creative community is excited about developing partnerships and learning opportunities with MMC's creative program areas. However, the creative community knows relatively little about MMC's programs and has little direct involvement, with the main exception being the Fashion program.
 - There is virtually no understanding of the art therapy program.
- ❖ The creative community sees opportunities for both on campus and downtown/urban program development. Connecting the local professional with the faculty and students of MMC has tremendous potential in both places – what is important is setting goals for specific project learning.
- ❖ There are opportunities for MMC to have a presence downtown with little expense. Organizations are willing to host MMC students, showcase projects and connect with internships/mentoring programs.
- ❖ The RedLine opportunity is intriguing but likely longer term, considering the proposal would be considerable cost to MMC. MMC would be best served getting into a downtown presence slowly and deliberately – assessing what kinds of programming and costs make the most sense before capital expense.
- ❖ MMC needs a much stronger presence within the creative community. It should have memberships and be in attendance across as many professional creative community activities as possible. People need to get to know MMC.
- ❖ The creative community sees opportunity for middle and high school programs as well as other adult learning programs – keeping art and design programs available for all. Offer 'creative boot camps' for high school as well as adult.
- ❖ Like other interview research, connecting the programming of A&D to the direction of the professional industries was seen as critical. Including new ideas – such as make-up arts and technology areas to complement Fashion; strong graphic communications development; audio-visual technical development.
- ❖ The building itself needs to be flexible, with some dedicated community space, highly technologically equipped, 24/7 accessible, and able to be 'messy' yet functional.
- ❖ Strong creative community support for Fashion program – incubator space on campus with downtown mentor/product showcase space; move into the technology of fashion.

- ❖ MMC should take a leadership stance on the role of creativity and the arts in successful talent and business development.

KEY OBSERVATIONS

There is significant opportunity for MMC to make strong, relevant connections with the professional creative community, which will also strengthen the awareness and connection to what MMC offers. In particular, there is a serious opportunity for MMC to play the leading role in developing creativity skills in conjunction with helping address community issues. And, in alignment with the Women's Leadership Institute, there is a unique opportunity to help foster talent and business development leadership.

Ensuring that the Arts and Design faculty and curriculum are of stellar quality, connected in their fields, and leading edge relevant is of paramount importance to moving forward with the Building and a creative campus initiative.

To engage the creative community, the building needs to be extremely flexible, highly technologically equipped, available 24/7, and be functional without being too 'pretty'.

A strong, and visible, creative community partnership would best be forged as an alliance going in both directions – a strong creativity initiative on MMC campus supported by a visible downtown/urban presence.

C. SUMMARY FINDINGS

CAMPUS COMMUNITY LEADERSHIP:

- ❖ This is a very opportune time for Mount Mary College to fully engage with greater Milwaukee's creative community and itself become a focused creative community. Initiating a holistic creative campus strategy, building a new Arts and Design resource, and focusing services on creativity learning and development both is synergistic with what is happening and potentially offering authentic and sustainable leadership.
- ❖ MMC is uniquely positioned to enhance our collective creative capacity to serve the public good – to use creativity learning to address community problem solving and corporate innovation as well as teach the next generation a new approach to community transformation.
- ❖ If the creative campus initiative is to be successful, a creative campus strategy must be evolved as a guiding light to inform the development of the new A&D building. Such a forged alignment could be catalytic to MMC's growth and reputation locally and nationally.

ARTS and DESIGN:

- ❖ The Arts and Design building has strong potential to be a unique beacon of creative community programming based on peer college review and local research. Much of this creative community programming would generate earned revenue for MMC.
- ❖ It is clear that a professional industry trend analysis will be highly useful to understand where the professions are going, what technology and resources are needed in the future, how faculty resources need to be developed, and how curriculum is programmed to best prepare for future professions in Arts and Design.
- ❖ Connecting MMC strategically with a downtown presence could offer a real and contemporary urban experience to students, expand the intern/mentor possibilities, and enhance the reputation and image of MMC.
- ❖ Internships, externships, mentoring projects, study opportunities outside Milwaukee, etc. are crucial to establishing and learning from professional connections, idea generation, and fostering new business opportunities.
- ❖ Given the direction of many other Arts and Design campuses, MMC would be well advised to review whether its Fine Arts offerings should be enhanced or articulation agreements formed in order to foster a stronger and more relevant Arts and Design offering.
- ❖ The creative community is excited, interested and very willing to develop strategic partnerships with MMC's Arts and Design Division, which would focus on talent development, talent retention, and new business growth.
 - It's most visible connection now is with the Fashion program.
- ❖ The new A&D building needs to be highly flexible, open and available to the community, connected to the entire campus, and make a bold statement.

D. RECOMMENDATIONS

Mount Mary College is poised with an opportunity to establish a leadership position in building creative community capital. Specifically, MMC could play a pivotal role in fostering creativity in learning, using and promoting creativity capacities to address community problem solving, and forging community-wide partnerships designed to foster sustainable talent development – thereby assuming a significant role in community and individual transformation. With a commitment to evolving a

creative campus initiative spearheaded by a new Arts and Design building, Mount Mary lays the groundwork for catalytic campus and community change and growth.

This research heartily endorses the building of a new Arts and Design center – both as a newly coordinated resource for Arts and Design and as a catalyst for community creativity leadership initiatives. This should not be the sole ‘temple to creativity’ on campus, but rather, a catalyst and personification of a fully engaged creative campus.

It is understood that several activities are simultaneously underway – the creative campus initiative, the Arts and Design building plan, and program and structure review for the transition from college to university. While the main focus of this research is to propose a scope and space outline for the Arts and Design building, this researcher believes the **following congruent priorities are necessary to optimize any Center for Arts and Design development.**

- 1) Establish the vision and mission for the creative campus initiative, followed by development of its comprehensive strategy.
- 2) Complete a thorough assessment of the trends and direction of each of the professional industry areas in relationship to the Arts and Design resources. As part of this professional review, establish an Arts and Design ‘community partnership strategy’.
- 3) Review the role of Fine Arts within MMC; both its service to Arts and Design as well as its position within a University offering.

The rationale for these priorities:

- A clearly articulated creative campus strategy must set the stage and inform how the Arts and Design development fits within this strategy so that the development is integrated across campus and professionally relevant;
- An Arts and Design professional industry assessment will achieve four goals: a) it will produce an analysis of the technology and curricular needs of the professions for the near future; 2) it will reveal the strengths and weaknesses of the current faculty and resources across the Division; 3) it will provide a roadmap for what needs to be addressed to ensure a high quality, enrollment-attractive program when the new building is operative, and 4) it will be an appropriate contribution to the development of the new operating infrastructure required as Mount Mary University.
- It is clear from the peer college review that a strong Fine Arts curriculum is considered an intellectual bedrock for a credible Arts and Design program. It not only supports the Arts and Design curriculum but it serves as an academic underpinning for all of the Arts and Design programming. In

addition, some of today's leading design areas have roots in Fine Arts - an example is 3-D study of ceramics and sculpture and its link to computer graphics, animation, and new fashion technologies.

RECOMMENDATIONS for The Arts and Design Center

In order for MMC to become a campus leader in creative community engagement, it is recommended that the new Center for Arts and Design reflect the best practices in providing students state of the art, best-in-class academic creative experiences as well as contemporary creative community engagement. Therefore, these recommendations are based on the identified research needs and review of best practices around the country.

These recommendations are split into academic components and community components.

THE ACADEMIC COMPONENTS

Creativity (or Creative) Leadership Institute (the possible reframe of Women's Leadership Institute)

- presenters, workshops and seminars on creativity
- establish Creative Community Transformation Lab – a community problem solving resource spearheaded by creative problem solving techniques
- courses for creative entrepreneurship (partnerships with MARN, CAM, MiKE)
- corporate creativity programming; speakers, workshops, team development; including creativity 'boot camps'
- creative capacity building programs for organizational development
- partner with Creative Alliance on creative learning opportunities for K-12 students and teachers
- using MMC faculty and staff; and visiting creatives
- adult creativity learning
- corporate sponsorship opportunities for program naming, space naming, institute branding, etc.

SPACE NEEDS: offices for Exec Dir, program manager, reception, admin asst, interns, one dedicated conference space, resource/library room. Approx 1800 sq. ft.

The "Kohls" Fashion Lab

- follow the Chicago Fashion Incubator program at Macy's
- incorporate Aeran Park's current 'designer in residence' initiative
- solicit sponsorship from Kohl's (or BonTon); in-store or Corp Headquarters programming/visibility with a 'young designer program' at Corp Headquarters; 'fashion boot camps' in stores
- designers-in-residence (4-6) with individual and shared workspace ala Chicago model of application and selection. Connected into curriculum
- manufacturing resource center, showroom for the designers

- connect with existing creative collaborative space downtown for urban connection, internships, workshops and seminars, and mentor programming; visible presence/shows, etc at Bucketworks.
- offer entrepreneur business start-ups on MMC campus (say 3-4) – agreement for paying rent to include access to campus resources and a ‘teaching’ component. Start with MMC alumni.
- a partnership with Biz Starts should be explored with this lab
- partnership with MMC’s business entrepreneurship program; joint projects

SPACE NEEDS: based on Chicago Fashion Incubator. Approx. 2500 sq. ft.

The ‘Working Class’ Studio

Modeled after SCAD’s ‘working class studio program’ (workingclasstudio.com). This is a product development venture that cultivates and promotes the work of students, alumni, and faculty artists. Products are developed and sold from the studio including workshop demonstrations.

- could be developed as a joint venture with community design company or solo campus initiative
- earned income potential
- entrepreneurship learning and real world experience
- studio could be located on campus or in a downtown location for maximum community exposure
- a creative enterprise incubator

SPACE NEEDS: at least 3,000 sq. ft. with room for expansion

Galleries

- dedicated displays for student, faculty, alum and general artistic exhibition
- critique and storage capacity

SPACE NEEDS: 6,500 sq. ft.

The Auditorium Conversion

- the conversion of the current theatre to a 300 seat space suitable for small group and intimate performances as well as community lecture series and large classroom space. Rental income potential.
- high tech teaching, video conferencing, etc.
- where does the Music Department fit within this concept?

SPACE NEEDS: configured within the renovation of Koska as part of new building

The Art Therapy Clinic

- an onsite clinic for both teaching purposes (students as well as instructing other art therapists) and business opportunity for faculty
- observation capacity
- ability to use multi-purpose room for expressive therapy work
- use of all technology resources

SPACE NEEDS: per Bruce Moon – large studio space 25x20; smaller office/therapy room 12x12; storage space 10x12 = approx. 750 sq. ft.

Media and Research Resource Center

- creativity learning and research area
- bringing together the best of creativity research: online, books, digital
- interactive engagement with online resources
- new technology review and trials (MMC could become a place for manufacturers to try out new technology and even help develop it with manufacturers)
- fashion samples, fabrics, perhaps small machinery display
- historic costume collection: real and digital

SPACE NEEDS: 8,000 sq. ft. for costume collection; 4,000 sq. ft. for other resources

The Creative BackYard

- a dedicated nature walk, with benches along the way, to refresh and reflect
- a dedicated outdoor meeting/classroom space for class work
- a community garden
- can be 'rented out'

SPACE NEEDS: as it can be fit within building landscape

THE COMMUNITY COMPONENTS

The Creative Connection

- a gathering social/coffee hub for anyone to meet or take a personal break
- all campus availability and open to community
- an especially designed gathering room (NOT a meeting room) with relaxing lounge furniture; lots of flexibility and capacity to use laptops and take notes
- the space and furniture design could be replicated in corners throughout campus, e.g. a 'creative connection corner' in every campus building with a few chairs and opportunity for spontaneous or planned conversations; with a small whiteboard, laptop plug-in, and chairs w/desk tables. Same color and furniture scheme as in the Center for Art and Design.

SPACE NEEDS: could be part of central atrium; general welcoming space

The Westside Creative Hub

- becoming the westside creative collaborative space, ala Hudson or Bucketworks
- offering community creatives a co-working, membership-based space for hourly rental (e.g. \$50 per month buys you 20 hours/week access)
- joint membership with a downtown creative collaborative
- focus on businesses in Wauwatosa, Elm Grove, Brookfield, Waukesha
- offer a funky, highly creative conference space based on Catalyst Ranch in Chicago (www.catalystranch.com)

SPACE NEEDS: about 4,000 sq. ft. based on Bucketworks/Hudson/Catalyst Ranch. Should be a revenue generating space.

Building Specifications

Much has already been documented about the specific needs of the Art and Design building so that won't be repeated here. Overarching recommendations include:

- flexible, open ended, modular space
- creative community space needs as identified above
- make available at least one studio space for each department for rotating visiting creatives
- ensure enough flexibility of modular space so that there can be an ongoing 'space rental' program for outside users
- set aside some space for all-campus access, e.g. Creative Connection
- incorporate room for business entrepreneurship courses
- consider a large, 'member' co-working space for at least 20 people to be working at tables alone or together; coming and going as they please
- a centralized services area to include copying, printing that anyone from campus can use as well as community members paying for the service
- rest of the space should be multi-purpose and flexible usage, e.g. creatives-in-residence scattered throughout program areas, multi-purpose meeting/lecture and workshop space, gallery and exhibit space

Naming of Building

After a little Google searching, here are some available names:

- Center for Creative and Social Enterprise
- Creative Leadership Project

Names already well established include Center for Creative Leadership (www.ccl.org), Creative Enterprise Center (see Ripon College), Center for Creativity and Enterprise (see Northwood College), Curb Center for Art, Enterprise and Public Policy.

RECOMMENDATIONS for Creative Community Engagement

These recommendations for engaging within the creative community are listed in priority order.

Form a Focus on Fashion Task Force

- Establish a vision for the Fashion area over next 5-10 years. Complete an industry trends analysis for the Fashion department asap.
- Pull together leaders from fashion design, fashion retail, fashion technology, fashion critic/bloggers as well as a couple of highly visible other professional creatives for Advisory Council support - for program assessment, community partnerships, incubator business development, middle/high school recruitment, and talent retention.

- Review the full range of professional industry opportunities – consider lighting, stage design, make-up artistry, the technology being incorporated into clothing (check out <http://www.thecoolist.com/the-tech-of-fashion-10-ways-technology-drives-tomorrows-fashion>)
- Determine criteria and strategic plan for strong national reputation in the fashion industry within 5 years.

Establish the position of Creative Community Liaison

The role of this position would be to develop a creative community engagement strategy, help develop creative community partnerships, support cross-disciplinary creative collaborations, and continually connect within the local and national creative community for new opportunities to strengthen the creativity initiative.

This role would also be helpful in recruiting students given its community visibility and interaction. The position could commence as parttime and would be responsible for developing revenue generation from community engagement programming that could cover salary.

Explore a downtown/urban presence

Review possibilities for having an ongoing presence in downtown Milwaukee for student learning, mentorships, and program engagement with the professional creative community. This initiative would fall under the scope of the Creative Community Liaison.

Begin a *Creativity Lives Here* program for entire campus;

- an ‘idea competition’ on what can be done now to foster and encourage more creativity on campus; submissions in any media; significant prize; judges include students, faculty, staff and a few from creative community.
- a Creative Transformations lecture series with local creativity speakers first, and then regional or national speakers; panel discussions on community issues.
- bring in Elizabeth Long Lingo for a faculty workshop on integrating creative learning throughout the curriculum. She could also offer a public talk or panel discussion for the creative community.

NEXT STEPS

The above recommendations take advantage of MMC’s strong community transformation and personal leadership development mission. They connect to current programming strengths, the gradual evolution of a creative campus, and the strengths of the art and design division. And, very importantly, these recommendations position MMC to be among the leaders of greater Milwaukee’s creative economy development.

Clearly, the foremost next steps are:

- to continue crafting the strategy of a creative campus initiative, and
- review the building recommendations in light of current planning.

In order to move forward with the other recommendations, it is suggested that the next steps include the following.

- ❖ Immediately commence the Future Industry Trends Assessment engaging all current Chairs within the Arts and Design Division and a small panel of at least one industry professional from each area.
 - The *Focus on Fashion* initiative would likely take the place of the above for that department and should begin immediately.
 - A good model to follow, and even get support from, is Kevin Conlon's from Columbus College of Art and Design
 - Include the Fine Arts review under this umbrella assessment
(NOTE: Since writing this report, it is understood that this assessment is underway.)

- ❖ Develop a strategic vision for the creative community components by taking the above ideas to the next level of cost/benefit assessment, including exploring sponsorship potential. The value of doing this at the same time the Future Industry Trends Assessment is happening would be working toward matching Division and campus academic needs with congruent financially viable community programming.
 - This process would lead to an understanding of the specifics of the Creative Community Liaison position and how it would be funded.
 - Include assessment of the options for a downtown/urban presence.

- ❖ Determine how best to bring some *creativity* development into campus life as early quick wins to get the creative campus initiative underway.

Recognizing that campus development is ongoing, this report strongly recommends the completion of the creative campus strategy along with the A&D future trends assessment before finalizing all of the specific interior design. The rationale for the recommendation is to ensure that such a catalytic and expensive project positions Mount Mary as a University offering the best and brightest leading edge Arts and Design graduates.

This is a highly significant turning point for Mount Mary College. With its emergence as a University, its interest in a bold new approach through the creative campus initiative, the re-positioning of the Women's Leadership Institute, and the commitment to a new Center for Arts and Design, there is a convergence of opportunity for Mount Mary College to take the mantle of dynamic leadership through fostering community and leadership transformation through creativity.

APPENDIX A

Peer Art and Design Institutions Review

Cincinnati College of Design, Architecture, Art and Planning

One of top 30 design schools (Business Week)

“improving quality of life through innovation in art and design”

Cooperative education – alternate classroom semesters with paid, professional work. Ranked top ten co-op programs by US News

The Professional Practice Program

Architecture, graphic communication design, fashion design,

Industrial design, interior design, urban planning

Alternating 3.5 months

Professional practice programs in over 1300 companies

Academics

School of Design – fashion, graphic communication, industrial

School of Architecture and Interior Design – Architecture, Interior Design

School of Art – Fine Arts, Art History

School of Planning – urban planning, urban studies

Academic Centers for Faculty and Student Research

Center for Design Research Innovation

Community Design Center

And others.....

Two galleries – one for student/faculty and one for fields of study, bringing in contemporary work. Also an online student gallery.

Parsons New School for Design

Leading new approaches to art and design education. Focused on design thinking, focused training and interdisciplinary study

Academics:

School of Art and Design History and Theory – MA in Design, Fashion and History

School of Art, Media and Technology – design, fine arts, illustration, photography

School of Constructed Environments – architecture, interior, lighting and product

School of Design Strategies – experimental environment of innovative approaches; urban ecologies, integrated design, transdisciplinary design

School of Fashion – fashion design, fashion marketing

Pre-college and continuing ed studies

Study abroad – overseas partners. Building urban networks

Technology labs (\$30 million in last 4 years)
Professionally staffed model, fabrication and print shops
New Design Center for learning with galleries and meetings spaces
State of the art exhibition galleries

Pratt School of Art and Design – one school within Pratt Institute

“educate artists and creative professionals to be responsible contributors to society”; grounding in liberal arts and science. “Poetic pragmatism”

Emphasis on professional skills

Associate Degrees: graphic design, illustration, digital design and interactive media

Undergrad –

Art: animation, ceramics, digital arts, drawing, film and video, interactive arts, jewelry, painting, photography, printmaking, sculpture

Design: advertising, communication, digital, fashion, film/video, graphic, illustration, industrial, interior, motion, package, photography, web design

Art and Design Education

Art and Design Theory, Criticism and History

Plus, graduate programs in most areas, including Arts and Cultural Management and Design Management

Ringling College of Art and Design

Mission: primary mission is to provide programs leading to degrees that prepare students to be discerning visual thinkers and ethical practitioners in their chosen area of art and design.

Articulated set of core values and student outcomes

Bachelors in 14 areas:

Advertising Design, Business of Art & Design, Computer Animation, Digital Filmmaking, Fine Arts, Game Art & Design, Graphic & Interactive Communication, Illustration, Interior Design, Motion Design, Painting, Photography & Digital Imaging, Printmaking and Sculpture.

Liberal Arts minor.

Study abroad opportunities.

Has Sarasota's premier gallery for contemporary art.

Offers courses, lectures, exhibitions and other art-related services to the local and regional community through its gallery, library, continuing education and community service programs.

Strong community education services: Engelwood Arts Center, Longboat Key Center for the Arts (division of Ringling offering lots of community education), Sarasota Museum of the Arts

Center for Applied Creativity and Imagination

Join us in this visionary start-up venture and experience a customized series of immersive learning opportunities designed to unleash your individual creativity. Created exclusively for C-suite business leaders and managers, the Center for Applied Creativity & Innovation will teach you and your employees how to energize your personal, creative talents using an innovative studio based arts approach.

What will it offer?

- Customized multi-day retreats and workshops designed for the business professional
- Led by Ringling College certified professional artists and creativity/business specialists
- Secluded retreat environment at Ringling College's Longboat Key Center for the Arts

Why should you experience it?

In the new economic order, CEOs around the world identified creativity and innovation as THE most important leadership qualities for the future, and success demands creative-minded leaders, managers, and employees.

"Ringling College is one of the very first leaders in higher education to grasp the connection between art, design and business."

– Daniel Pink, *New York Times* and *Wall Street Journal* bestselling author of "Whole New Mind" and "Drive." www.danpink.com

Columbus College of Art and Design

"prepares tomorrow's creative leaders for professional careers"

Art and graphic design

Animation

Cinematic Arts

Fashion Design
Fine Arts
Illustration
Industrial Design
Interior Design (CEDA accreditation)
Photography

Design Group – in house professional agency

Internships

Fashion Institute of Technology

Internationally recognized college for design, fashion, art, communications, business
“prepares students for professional excellence in design, fashion, and business by providing the premier educational experience that fosters creativity, career focus, and a global perspective”

School of Art and Design - FIT is committed to hands-on, practical instruction married to high-level creative insight. The innovative and relevant curriculum has been developed in collaboration with industry leaders and constantly evolves to keep pace with rapidly changing design and business trends.

Accessories Design

Advertising Design

Communication Design

Computer Animation and Interactive Media

Fabric Styling

Fashion Design

Fine Arts

Graphic Design

Illustration

Interior Design

Jewelry Design

Menswear

Packaging Design

Photography

Textile/Surface Design

Toy Design

Visual Presentation and Exhibition Design

Internships; workshops with leading designers; opportunities to study abroad
Fashion show and exhibitions

Kent State

College of Architecture and Environmental Design
College of Arts and Sciences

- school of art: art education, art history, crafts, fine arts
- school of fashion design and merchandising: fashion design, fashion merchandising
- school of music: music, music education
- school of theatre and dance

College of Communication and Information – visual communication design

Study abroad; intersnships

Links to Blossom and other Cleveland Orch music programs

APPENDIX B

Mount Mary College Art and Design Faculty Interview Summary

What excites you the most about A&D building?

- dedicated gallery space

- that the College has recognized the need
- new, better and integrated technology
- opportunity for integrated curriculum development and teaching
- love the idea of all being together
- working with artists
- more curriculum and teaching synergy and integration
- love idea of being with all kinds of creative people
- working with other artists
- stronger identity on campus and beyond of art and design
- current facilities very inadequate
- opportunity to ramp up the fine arts program
- potential to become center of the arts on west side
- good performance and gallery spaces
- connecting to faculty work/learn from each other
- could be 'front door' of campus
- would increase enrollment
- community comes to campus more
- hope it's a sustainable design; very ADA friendly
- model for students to get involved; can they help?
- will provide more resources
- will help develop a better reputation for program areas; particularly needed locally
- cross pollination from joint meeting spaces
- more efficient use of space and other resources
- one central place for all faculty
- students have new, clean, non-hazardous space
- opportunity to offer professional services as part of community connections
- will legitimize A&D; not just an extra, it's a legitimate study; helps counter the 'starving artist' perspective
- bringing resources and capacity up to date; contemporize space and technology
- be together, rather than divided, as a faculty
- synergy among faculty and students
- integrated teaching opportunities
- wholistic and collaborative learning potential
- inspiring each other
- exciting students about the next year so they are retained
- moving arts and design forward in society
- beefs up MMC's look
- unique link to creativity

What makes you most nervous about the new A&D building?

- that it won't happen; have been here before; promised in the past
- it won't be big enough or have the needed technology
- work productivity
- hope space will be really flexible; move things around

- will we truly build a creative community
- needs to keep upgrading and have youthful infusion regularly
- will it be a strong interface for community connections
- will classroom and studio spaces be adequate
- increase cost of coming to MMC; will they go to tech schools
- will there be enough students for the programs; some enrollments are very low now
- not enough involvement in design by faculty and students
- must be large enough for growth; don't skimp
- limited input from faculty
- hope we didn't wait too long; skeptical it will really happen
- some program areas are faltering; are we focusing on the right programs?
- hope we don't skimp; that we truly expand the scope for A&D
- every area needs to be clearly defined
- mistake not to have music and theatre in same space
- will it meet the needs for growth
- if it is dropped this time, as it has been before, there will be huge morale implications
- don't make it too 'pretty'; make it raw and functional
- losing direction; going off track
- resentfulness
- performance comparisons
- will it really happen at all?
- political issues are scary
- too many competing personality issues in administration; competing priorities and directions

Current Mission - prepare students to be best professionals; understand how social justice and human behavior is affected by all we do

- educate women for professional careers; need to develop skills with broad curriculum
- challenge with backgrounds of many students; don't have confidence, need help with their 'voice' should continue a strong link to social justice
- unique direction; secure career path
- connecting with the community; collaborative partnerships
- want to offer out of the box experiences
- no A&D divisional mission but looking to develop 'renaissance person'
- all missions should be synergistic

What thoughts do you have about the creative campus initiative?

- don't know much about it
- need to build capacity for 'creative leadership'
- need really strong leadership to do it well
- are we really on that course?
- this direction is more than a building; need to think it through; need a plan

- need to curb the negativity to change and tension across departments
- generally, need to treat faculty with more respect and proactive involvement
- don't see collaborative leadership
- not enough planning; too much 'jumping on the bandwagon'
- would help get MMC name and brand out there
- provide entrepreneurship study and opportunities
- critical to survival of MMC

What connections do you have currently with Milwaukee's creative community?

- COSTUME - Milwaukee Art Museum/Milwaukee and Wisconsin Historical Societies
- ART THERAPY - Express Yourself Milwaukee, Our Next Generation, 8th St School, Running Rebels, working more with cultural centers
- INTERIOR DESIGN - remodeling homeless shelters, ASID, IIDA, My Home/Your Home, nonprofit private schools, NARI show, MiKE, 40 under 40
- FASHION - Kohls, Harley, Bon Ton, Target, Lands End. Good connections but need even more, High School Boot Camp
- GRAPHIC DESIGN - always want more; AMA, student AIGA, alumni graphic group, Sharon Lynn Wilson Center, Cedar Valley Retreat, Hamilton Type Museum. Should be more involved with MiKE
- ART - MARN, Community Arts, WI Visual Artists, Gallery Night, Art Education at German Immersion, Gallery M at Intercontinental, Girl Scout program
- Sustainability focus is critical
- Too many overlapping interests; not connecting on each other's resources
- Not enough time to develop relationships

Criteria

- time for faculty to build community relationships
- attitude needs to be more positive; too much infighting
- more up to date technology; parents turned off
- have a budget for good, up to date resources for faculty and students

What would a successful creative community engagement program look like?

- security of costume collection
- MMC MUST be out in the community; needs to be relevant; going into community is humbling, part of MMC mission
- more collaboration
- art becomes an integrated part of the community , not just for some people
- gives hope and inspiration
- link social services and the arts
- alive and very open
- interest and enthusiasm for experimental and taking risks
- students have lots of class options

- curriculum has been revamped to be more current
- critique and display area for all to see; set a high bar
- making sure students are taking advantage of opportunities
- students more connected to each other/interdisciplinary
- bring professionals in on a regular basis
- professional CEU classes
- provide different space than the classroom; think tank space
- community has to see MMC from a different perspective – anew
- need to be grounded in women but hold door open to all
- offer a networking hub; engage with lots of other people
- all missions should come together: social, community, technology
- more art events – need to see tangible creative events on campus
- need to take risks; stop starting with why something ‘won’t’ work
- find a way to straddle business and art; focus on out of the box thinkers
- have a ‘think tank’; no threats of taking risk

How important is it to you for the creative community connection focus on students?

- students don’t really care; better to focus on promoting the fashion program/MMC
- important to all constituents; need to bring them all together
- students should take priority
- has to be supported by administration
- A&D faculty need to be most connected so they can pass on to students
- needs to be accessible and welcoming
- faculty needs to be fed first

Describe kinds of creative community programming you think would be most successful at MMC?

- Friends of Fashion group is very important
 - o Help build community relations
 - o Promote and support the Costume Collection
 - o Provide funding for costume events
- Business entrepreneurship opportunities; set-up businesses on campus (alterations/custom work); run their own business
- Collaboration with other institutions; multi-school exhibits
- Students helping with Fashion Boot Camp
- Short term, community collaboration
- corporate relationships hard to get off the ground
- small, MKE based groups across campus
- connected to events already happening; MiKE, Marquette innovation event – find ways to fit in with what is going on
- need to teach students how to connect across the community
- think of collaboration, not competition, e.g. MIAD as articulation

- become easier to approach non-academic institutions for collaboration

Discuss your thoughts on an urban/downtown presence for the A&D program?

- need to be connected across the community
- used to be connected to Design Within Reach
- supported and marketed by professional associations
- better word of mouth for MMC
- would help with internships
- choose carefully based on what connections MMC wants to make
- make sure community engagement congruent with social justice mission
- would need coordination time and \$\$'s
- would be of immense value to students
- might be difficult with the more challenging students
- with CREO downtown, less student opportunity to get involved. They need to be better prepared for the wider professional world
- don't want to get out ahead of where they are; don't move too quickly
- mentoring and internship is important
- need to balance teaching and community involvement

Other comments?

- aren't given enough time to develop community relationships
- some community relationships have not been fruitful due to time and dollars
- feel that support from college admin is very limited
- need a charismatic, engaging leader of the A&D Division
- administratively, where is the College/University headed
- want our input and expertise to be acknowledged
- need to prioritize; MMC tends to want to do it all and then can't do it all well. Adhere to a few ideas and then commit to seeing it through
- what's the timeline for this development
- issues are enrollment in the majors and faculty development needs to be addressed first or in tandem with this development
- technology needs to be vastly improved for students and faculty; are being passed over because we don't have contemporary technology
- we need to account for the changes in the professions in this new space
- need a discussion amongst the A&D Division on similarities and differences; what can be unified across the division; encompass different points of view
- needs visibility; promotion and advertising
- provide a lecture/conversation series with outside speakers
- workshops and symposiums
- strong sentiment in A&D faculty that they want Fine Arts to be stronger; they see it being marginalized and without it, can't be a strong professional development school

- students have to have ownership; their own ideas need to matter; they should be involved in the development
- need to work better with each other; too territorial
- MMC does not have a strong enough reputation locally; not getting recommended
- campus too isolated and unexciting
- too many cooks/ no leadership
- make a compelling case so we are all going in the same direction
- environment is toxic; overworked, underpaid, no development support
- too many students need extra attention; how do we get smarter students
- need more time to connect with community; reduce teaching credits
- A&D has new opportunity with a whole new image
- need to make sure we build creative community with arts and businesses
- could become catalytic but also don't want to alienate the rest of the school; everyone has to see the larger picture
-

Space Needs

- computers can open up into storyboarding space
- interconnected, flexible
- studio which will take photos of work displayed
- presentation space up and open all of the time
- appropriate equipment
- mark-up walls
- storage for critique and general
- need dedicated, temperature controlled gallery space
- need more space
- flexible space
- conference space
- auditorium for 200; convertible
- clean critique and exhibition space
- designated outside space for working, reflecting
- reception space
- retail shop
- want to create incubating space within the building and programs

APPENDIX C

Mount Mary College Internal Interviewee List

Art and Design Faculty

Jordan Anderson, Art
Brad Bernard, Art
Elizabeth Gaston, Historic Costume Collection
Debra Heermans, Art
Sandra Keiser, Fashion
Leona Knobloch-Nelson, Interior Design
Nancy Lohmiller, Graphic Design
Bruce Moon, Art Therapy
Aeran Park, Fashion
Pamela Steffen, Chair, Art and Design Division
Melody Todd, Art Therapy

Administrative and Leadership

Donna Gastevich, Institutional Advancement
Maya Evans, Institutional Research
Karen Friedlen, Interim Vice President for Academic and Student Affairs
Gary Jorgensen, Board Chair
David Nixon, former Provost
Eileen Schwalbach, President
Lynn Sprangers, Communications and Community Engagement

APPENDIX D

External Interviewees

Lori Baumann, RedLine
Martha Carrigan, Big Shoes Network
Kevin Conlon, Columbus College of Art and Design
Barbara DeMeulenaere, HUDSON Business Lounge
Judy Jorgensen, community volunteer
Elizabeth Long Lingo, Vanderbilt
Laurel Osman, MiKE
Matt Richardson, SmartWave Consulting
David Sear, artist
Laura Sear, Alverno outreach
Kathleen Stacy, Milwaukee Public Theatre
Tim Syth, Bucketworks
Steve Vande Zande, RedLine
Zimmerman Architects

