

College of Fine Arts Framework Plan Executive Summary

DECEMBER 10, 2021



“Our college is a tapestry woven from so many different and diverse materials, and cross-collaboration is where it all begins.”

—Harris Smith, Dean, College of Fine Arts



NEW GATEWAY TO CAMPUS ON CENTRAL AVE.

Foreword

A VISION FOR THE FUTURE OF THE ARTS AT THE UNIVERSITY OF NEW MEXICO

The College of Fine Arts (CFA) Framework Plan envisions a new interdisciplinary and entrepreneurial future for students, faculty and the community in the Arts at the University of New Mexico. The CFA's legacy- its collections, partnerships and faculty provide a strong foundation to prepare students for the next generation of creative industries that has arrived in New Mexico and those that are emerging in the state and beyond. Bringing the CFA together as a community to foster these interactions is essential to this vision and the new Center for Collaborative Arts and Technology (CCAT) will be at the heart of this new interdisciplinarity.

The CFA Framework Plan is seen through the lenses of:

- Strategic Development
- Partnerships
- Diversity, Equity, Inclusion, and Belonging
- Environmental Sustainability
- Financial Sustainability
- Existing and Proposed Facilities

The CFA Framework Plan's Vision is organized in four Parts:

- Goals
- Facilities Assessment
- Planning Scenarios
- Center for Collaborative Arts and Technology

The planning team includes the College of Fine Arts Dean and other members from UNM College of Fine Arts (CFA) Leadership, UNM Planning Design and Construction (PDC), joined by a consultant team led by Studio Ma with Dekker Perich Sabitini and Esser Studios.



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ACKNOWLEDGMENTS

The committees would like to thank all the campus and community members who participated in the outreach sessions that provided valuable input to help frame a vision for the College of Fine Arts.

UNM Land Acknowledgment: Founded in 1889, the University of New Mexico sits on the traditional homelands of the Pueblo of Sandia. The original peoples of New Mexico - Pueblo, Navajo, and Apache - since time immemorial, have deep connections to the land and have made significant contributions to the broader community statewide. We honor the land itself and those who remain stewards of this land throughout the generations and also acknowledge our committed relationship to Indigenous peoples. We gratefully recognize our history.

Executive Summary

THE CASE FOR THE ARTS	2
THE ENGAGEMENT PROCESS	4
THE VISION FOR THE GOALS	6
THE VISION FOR THE FACILITIES	10
THE CENTER FOR COLLABORATIVE ARTS AND TECHNOLOGY	12

The Case for the Arts

The College of Fine Arts (CFA) is the “heart of the arts” in New Mexico and should maintain a leadership role in cultivating future creatives and audiences, convening across sectors to engage new partners and opportunities, expanding the role of artists and creatives in civic life and building upon a rich foundation to advance an increasing critical creative workforce.

The CFA Framework Plan is a vision that will better prepare current and future students for emerging careers and entrepreneurship opportunities in the arts. Manifesting this vision will yield a more resilient college, stronger community connections, and leadership opportunities for future generations that will strengthen the overall economy, experience, and culture of New Mexico.

The CFA’s performances, shows, galleries and programming host more than 12,000 visitors annually, many of which are free admission. The CFA’s impact is not limited to its facilities and events on the Central Campus. Faculty, staff, students, and alumni are actively involved in Albuquerque and throughout New Mexico. Many of the local galleries and concert venues are staffed by the CFA’s alumni and students. Through the Music and Arts Education and Music Prep School programs, the CFA also plays a major role in bringing arts to New Mexico’s children.

To quote a cultural sector adage, “Doctors save lives and artists give people reasons to live.” Beyond the scope of its economic value to the state, arts and culture bring untold value in enriching the lives of residents and visitors alike.

¹ UNM Bureau of Business & Economic Research (2014), “*Building on the Past, Facing the Future, Renewing the Creative Economy of New Mexico*”

² <https://nmfilm.com/wp-content/uploads/2021/11/STATS-BY-FISCAL-YEAR-THROUGH-FY21.pdf>

\$2.9 billion

contributed to New Mexico’s GDP annually.¹

1 of 10

jobs in NM directly linked to culture, heritage, and the arts industries.¹

\$623 million

spent in 2021 in New Mexico on media production.²



UNM ART MUSEUM

“The College of Fine Arts is the heart of arts in New Mexico. More culturally diverse artists, performers, and art educators are based and educated here than anywhere else in the state. Culture, especially the arts, is one of New Mexico’s greatest products, sources of wealth, and notoriety. UNM is a part of that, and the College of Fine Arts is its heart.”

—William Stotts, CFA Alumni

The Engagement Process

COMPREHENSIVE COMMUNITY OUTREACH

A series of Engagement Sessions were held at the UNM Student Union Building focusing on building narratives and inquiry into specific topics relevant to each group. These Sessions were to build on broad data gathering and key takeaways from the “State of CFA” Survey, conducted in Spring 2021 just before the beginning of the Framework Plan kickoff.

- Open-ended questions addressing important issues brought up in the survey.
- Visual activities to get detailed perspectives on existing facilities about usage and condition.
- Workshop with University Leadership to evaluate and align the Four Strategic Goals and Objectives to larger University goals.
- Vision boards of images to determine what new programs/spaces could be prioritized in a new building or other physical projects going forward.
- Building onto the Partnership Map by adding new, desired, or those not mentioned by leadership during initial interviews.



THE PARTNERSHIP MAP (RIGHT)

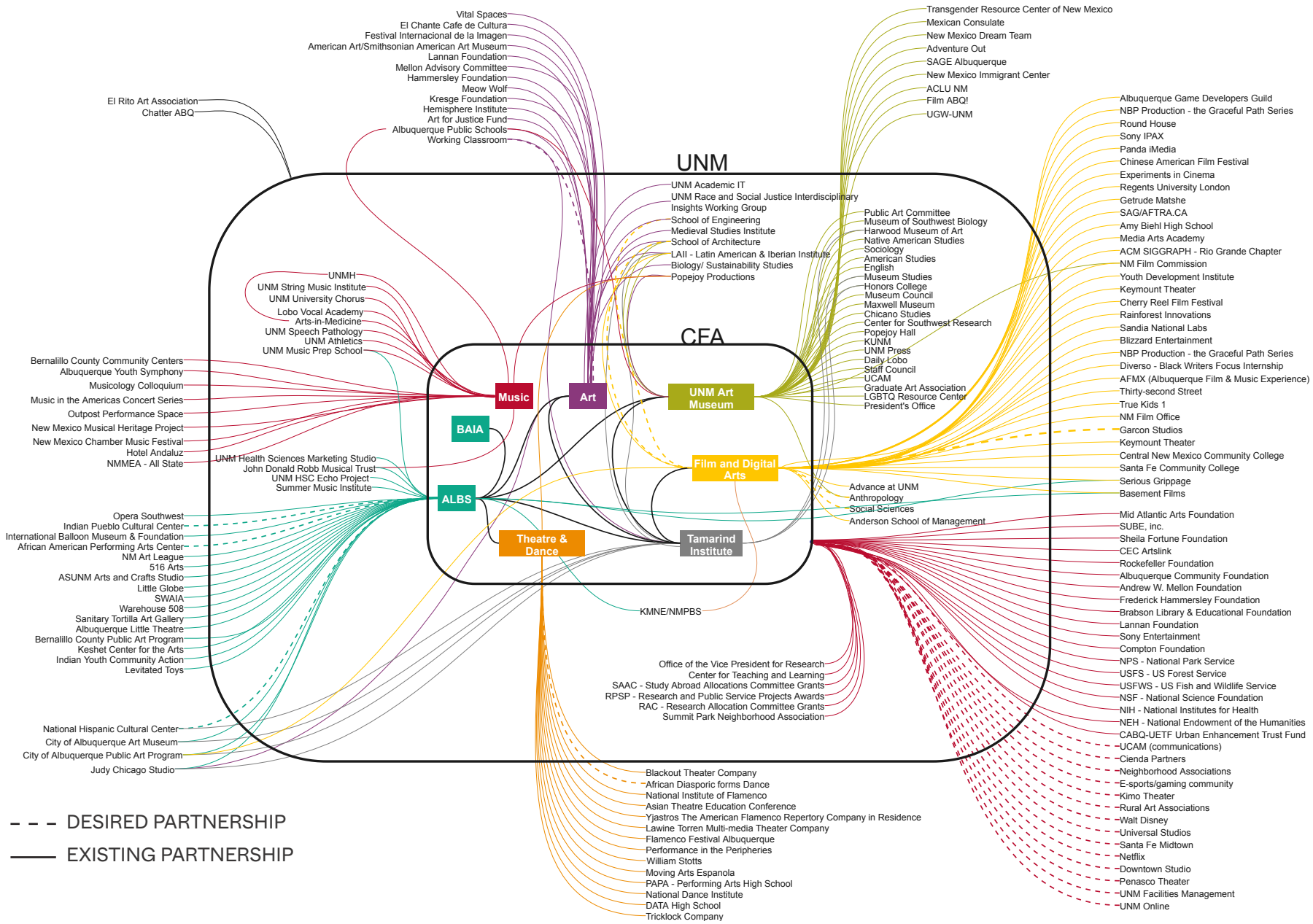
The Partnership Map visualization demonstrates that the College of Fine Arts is currently engaged in a robust range of partnerships. The inner CFA ring shows the interaction between departments, the UNM outer ring shows partnerships within the university, and those outside the ring show partnerships in the community, locally, nationally, and globally. Taken collectively, the hundreds of collective engagements annually impact tens of thousands of audience members outside of the university. These connections to the community are identified as a vehicle for achieving the strategic goals.

248+

active partnerships
identified

26

desired partnerships
identified



--- DESIRED PARTNERSHIP

— EXISTING PARTNERSHIP

The Vision for the Goals

The CFA Framework Plan’s objectives and recommendations were formed by input given at the outreach and engagement sessions focused around the Colleges four main goals as established by Dean Harris Smith.

The four Strategic *Goals* will be realized through a set of *Objectives* - an expressed outcome of each *Goal*. Each *Objective* is to be accomplished through the use of *Tactics*, which are measurable and direct actions over a 10-year period to achieve the *Objectives*.

“We have unique things here that cannot be found anywhere else in the world.”

—David Penasa, Community member and UNM employee

Prepare Students for Life-long Success

1. Cultivate interdisciplinary curriculum, events, and exhibitions.
2. Build life-long learning and earning opportunities before and after graduation.
3. Cultivate CFA students to participate in emerging industries in New Mexico.
4. Optimize programming, infrastructure, and full-time positions that advance the CFA’s academic mission and strategic growth plans.

Promote Inclusivity

1. Provide opportunities for diverse individuals through partnerships and programming.
2. Hire and retain diverse faculty and staff.
3. Update curriculum, events, and programming that holistically integrate diverse and contemporary perspectives.
4. Provide scholarship opportunities, resources, and support for students.
5. Strengthen and formalize equity and inclusion infrastructure.

Engage Communities and Improve Quality of Life

1. Positively impact the overall mental and physical health of the CFA stakeholders and its constituents.
2. Define connections and improve awareness of and access to CFA resources, programs, and performances between CFA departments, UNM and communities.
3. Improve student safety.
4. Expand the CFA’s impact on K-12 and post-graduate learning opportunities.

Ensure Long-term Viability of the College

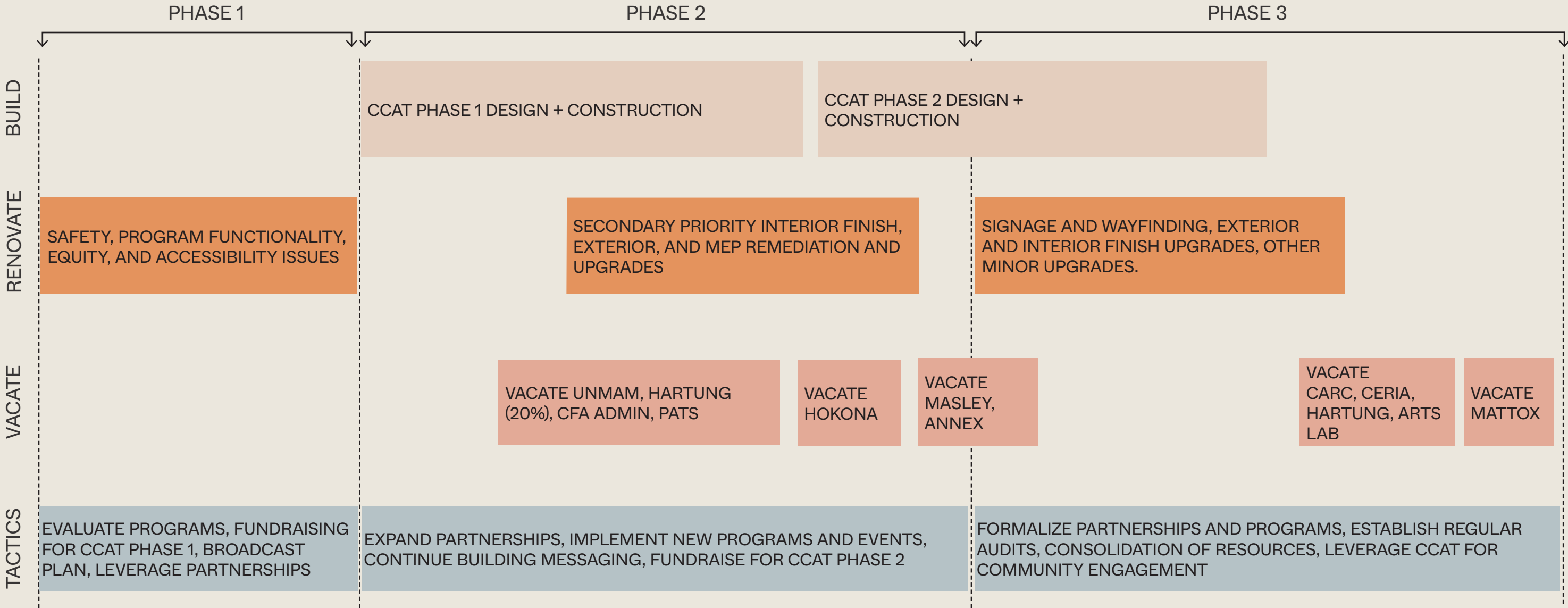
1. Attract opportunities that expand, strengthen, and create new strategic private, public, non-profit, and community partnerships that advance the operational and financial sustainability of the CFA.
2. Improve visibility and engagement that increases enrollment and strengthens community partnerships.
3. Expand and strengthen the current donor base and increase access to additional funding sources.
4. Create a welcoming sense of place.
5. Promote and expand the definition of excellence in the arts.

Ten-Year Plan

PHASE 1: REMEDIATION AND ENABLING
Phase 1 focuses on short term action and preparation items that set the groundwork for the CFA’s future vision of success. The capital campaign and marketing plan kick off in order to raise excitement and funds for the CCAT. Urgent facilities issues and program goals will be addressed as well.

PHASE 2: EXPANSION AND CONSOLIDATION
Phase 2 builds on and solidifies the groundwork established in Phase 1. With most of the preparation and primary feasibility studies completed, the College will be able to start implementing large-scale projects. Construction on the first phase of the CCAT building will be completed, and many of the major facilities moves should be completed by end of phase. The capital campaign for the second phase of the CCAT will commence, and design should start at the end of the phase.

PHASE 3: COMPLETING THE VISION
Phase 3 will fully implement and normalize programs, curriculum, and infrastructure changes going forward beyond the 10 years. With the second phase of the CCAT being completed, and the total number of CFA facilities consolidated/relocated, there will be a new, centralized and interdisciplinary CFA campus that will set the stage for maximizing the success of the College for many decades to come.



The Vision for the Facilities

The goal is to consolidate the current portfolio of 265,687 Net Square Feet across 13 disparate buildings into higher quality spaces, reducing travel distance and isolation between facilities and encouraging interdisciplinary collaboration. The result at the completion at the end of the 10-year plan will be 8 CFA buildings, with a net reduction of 64,500 net assignable square feet from existing facilities. These individual building moves were derived from a detailed facilities assessment and quantitative data collected from feedback sessions with the CFA community throughout the planning process.

205,300+

old square footage
to be renovated

116,100+

new net square
footage to be added

100%

buildings are now
for CFA use only

55%

reduction in walking
distance between
most remote facilities
on central campus

64,500

net square footage
given back to the
University for other
purposes

3

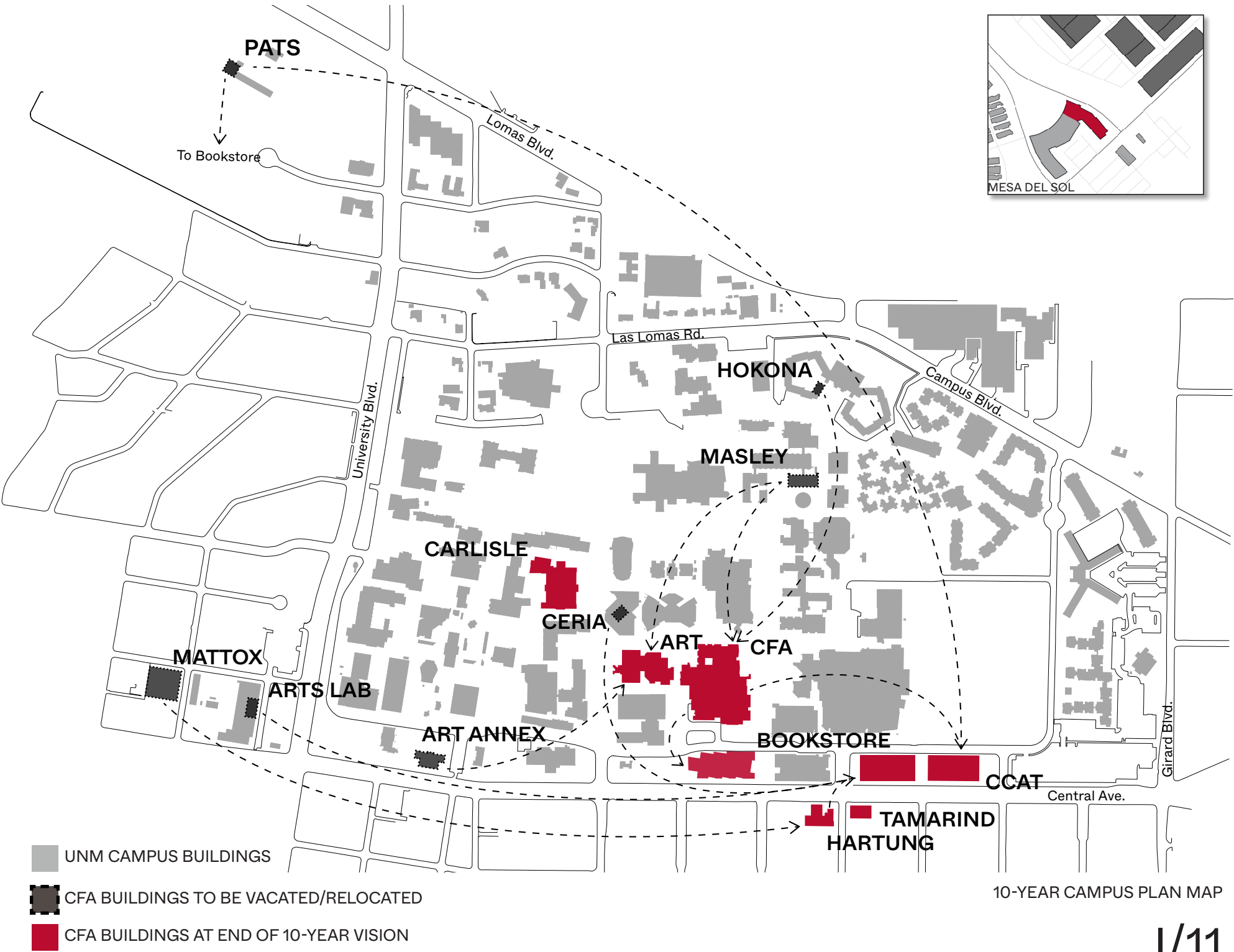
additional public-
facing buildings
along Central Ave.

363%

increase in
dedicated gallery
space for Art
program

28,300

new shared/
interdisciplinary
net square footage
added



The Center for Collaborative Arts and Technology

The 10-year vision includes the creation of new facility, the Center for Collaborative Arts and Technology (CCAT), that enables the CFA to adopt an interdisciplinary approach of learning and making that isn't currently possible in the existing 1970s facilities. The new facility is key to unlocking and enabling moves that allow for consolidation and re-purposing of existing CFA buildings. The program, first introduced in the 2019 Integrated Plan, has been vetted and altered to meet the needs and direction established in the Framework Plan.

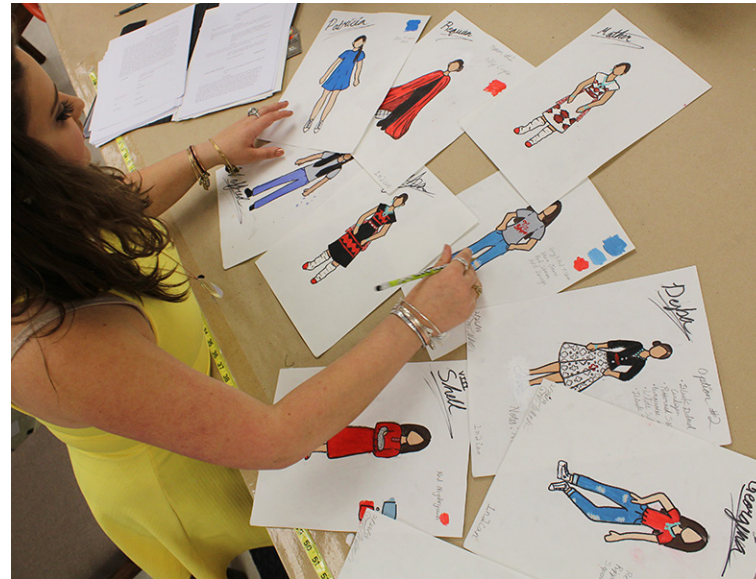
The architecture takes its inspiration from the traditional forms of building in New Mexico and the geological conditions of the Sandia Mountains to the east. The concept of a "Village" creates the expression of individual centers collected around hub spaces. This envisions spaces for departmental identity organized around places of gathering and interdisciplinary interaction.

Bringing studios and new programs for all departments together under one roof will enable cross-disciplinary interaction and foster collaborations essential to preparing students for the careers of the future.



THE FUTURE OF INTERDISCIPLINARY PROGRAMS

The program for the new Center for Collaborative Arts and Technology includes a grouping of interdisciplinary programs meant to capitalize on the growing industries of New Mexico and the forward-thinking, high-end technology that artists increasingly need to compete in today's economy. Student art galleries, flexible performance venues, digital arts programming, maker spaces, editing rooms, interdisciplinary computer labs, and classroom spaces will be centrally scheduled and able to be accessed by all CFA students and faculty in order to maximize interdisciplinary collaboration. Potential for new collaborations, like Musical Theater, will take advantage of strategic adjacencies - like the music concert hall being next to the dance and theatre rehearsal spaces.



“The CFA is the destination for tomorrow’s artists that are going to continue to supply this community with arts and culture for generations.”

—CFA Community Member

200%+

Growth in FDA majors
in the last 4 years

CFA PROGRAM GROWTH

As the field of the arts continues to grow and develop, it is necessary for both the curriculum and the facilities at the University of New Mexico to adapt and adjust in order to meet these new needs. At the College of Fine Arts, some of this evolution can be seen in a variety of growing programs and areas of concentration such as film production, animation, gaming, film history, and criticism.

The CFA is in the midst of a rapidly growing film industry that is getting nationwide attention. The CFA sees this as an increased incentive to continue growing these programs to build upon the local economy and make students more employable.

The CFA, after suffering a drop in enrollment in 2018 and 2019, rebounded to match its 2016 and 2017 numbers. Currently, there are several strong programs of projected growth identified: Film and Digital Arts, Bachelor of Arts (BAIA) in Interdisciplinary Arts, and the Arts in Ecology program. To capitalize on the growth of these programs, the CCAT contains two large sound stages, editing rooms, sound recording labs, flexible classrooms, rehearsal rooms, and high-end computing labs.

30%+

Growth in BAIA
students in the last 4
years



“Expand and give space to the new programs — BAIA, FDA, Art and Ecology — that have really exploded in student enrollment. We need space and have to be accommodated into the first phase of the new building.

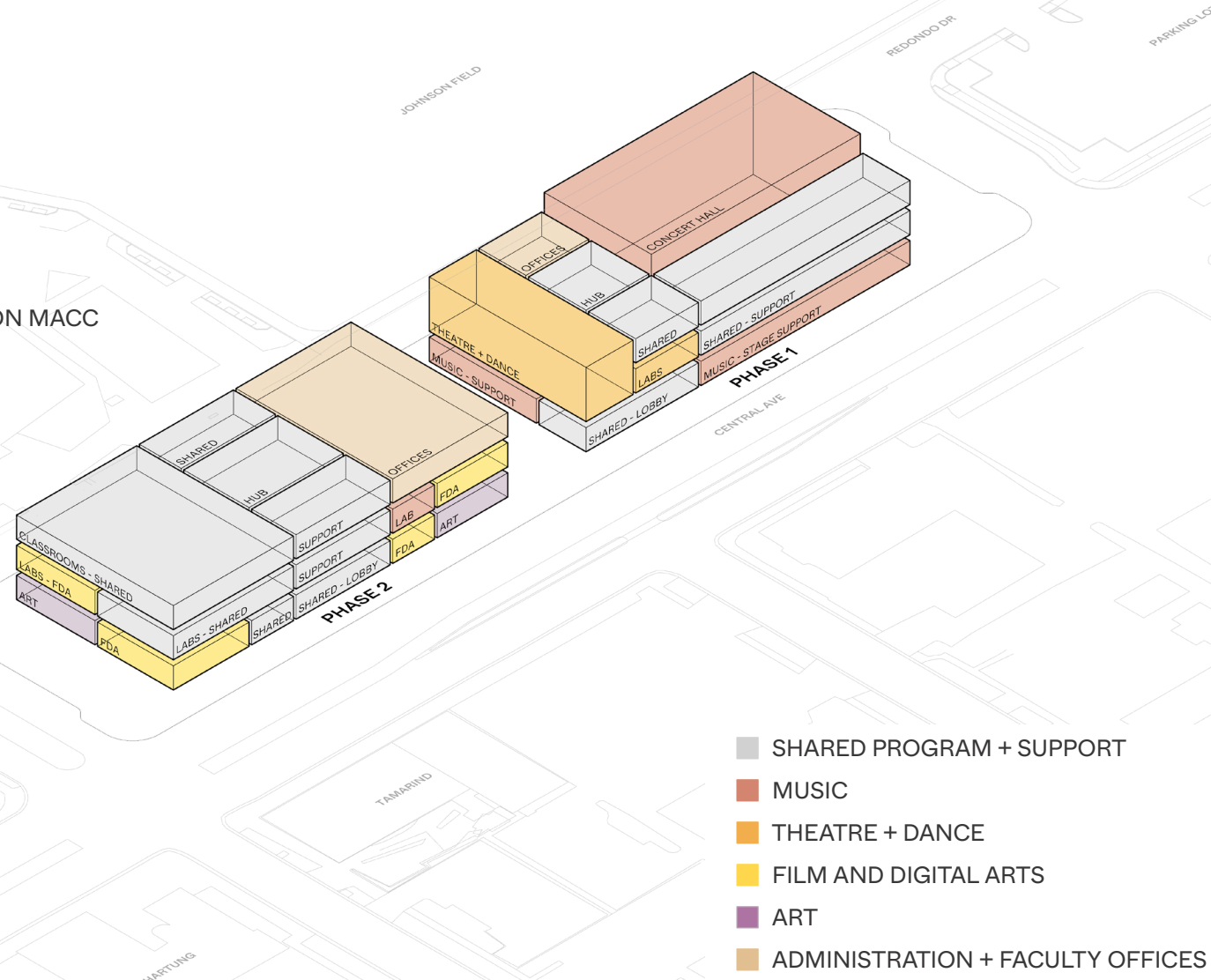
—Mary Tsiongas, Associate Dean, CFA

PHASE 1
62,100 GSF
\$67.4 MILLION TPC / \$47.2 MILLION MACC
\$45.5 MILLION FUNDED BY HED / \$22.2 MILLION FUNDED BY P3

- Funded by Initial HED ask plus private/public partnerships
- Contains exhibition spaces, theatre and music rehearsal spaces, and the large music concert hall.

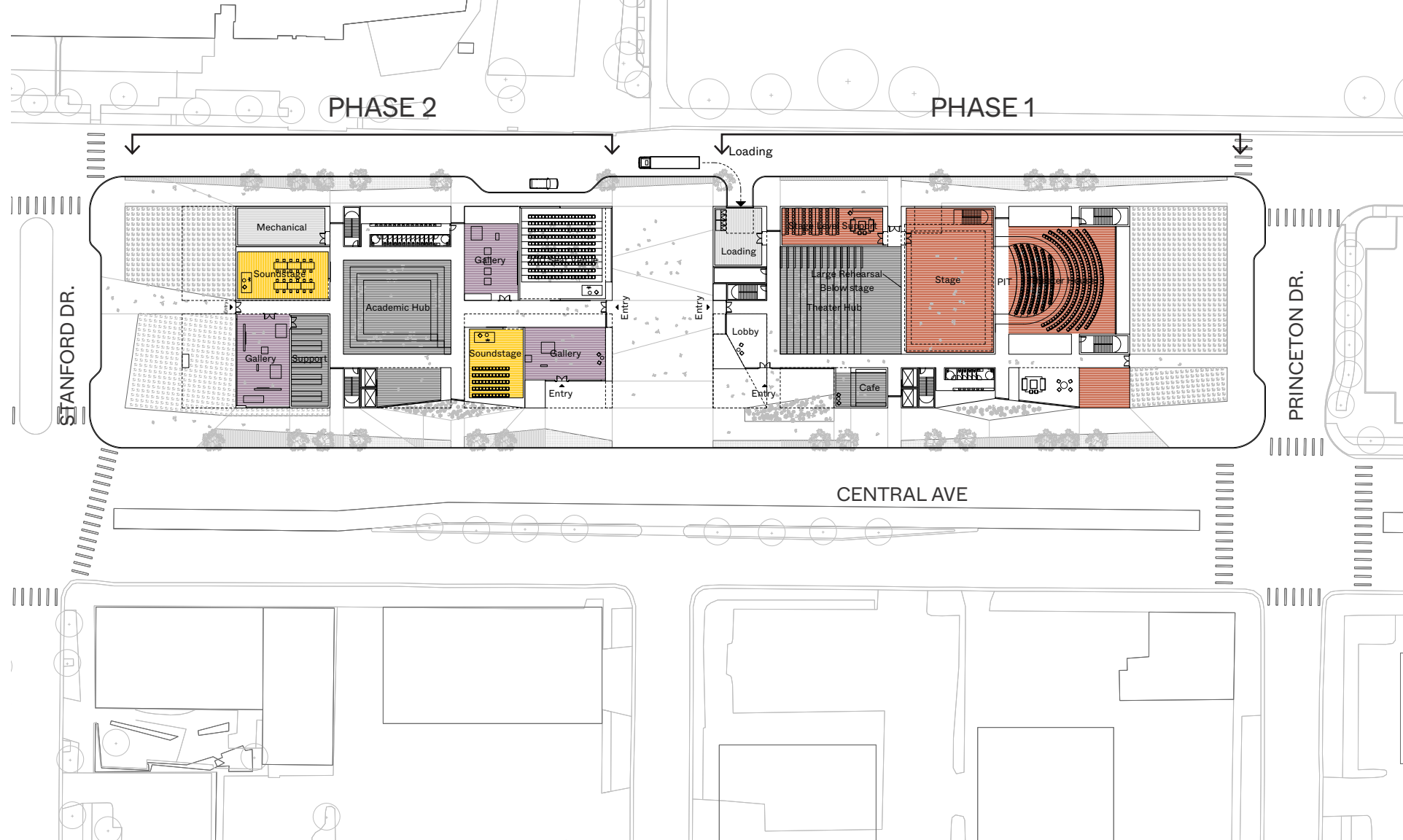
PHASE 2
66,700 GSF
\$67.4 MILLION TPC / \$47.2 MILLION MACC
ALL FUNDED BY P3+DONORS

- Funded by donors and private/public partnerships
- Student art galleries placed on ground floor
- Maximized future-thinking interdisciplinary collaboration among all departments



GROUND-LEVEL PROGRAM

At the ground-level, a series of large, controlled openings create physical and visual connection from exterior to interior spaces. In both the Phase 1 and the Phase 2 interdisciplinary research hub building, a series of volumes are organized around a central hub space. In the phase 1 building, a proscenium theater and stage level support spaces make up the ground level. In the phase 2 research hub, sound stages, art galleries, and a 200-seat flexible venue are the main programs.



LOOKING INTO CAMPUS (ACROSS CENTRAL AT COLUMBIA DRIVE)

The view along Central Avenue is animated by a series of large, recessed openings at the ground-level that help to create physical and visual connections to the interior of the building. Taking into consideration the overall safety of the site, these openings help put eyes on the street while creating a series of controlled entrances into each of the buildings. The view connection on Columbia across Central becomes is visioned as a physical connection to Johnson Field beyond.

An outdoor gathering space is envisioned between the Phase 1 (right) and the Phase 2 interdisciplinary research hub (left) that can be used for outdoor programming and as an outdoor spill-out space during larger concert performances. In the interdisciplinary hub (left) the ground-level openings showcase flexible indoor performance spaces and open plan art galleries. In the building on the right, the large, ground-level opening is the main entrance into the theater lobby, a large space for informal gathering and other exhibitions.

Regional influences including desert varnish, geology, and vernacular building tradition influence form, color and texture. Screening shades and protects windows from glare and heat without compromising daylight. Location and size of openings are centered around the program.



AERIAL VIEW LOOKING EAST DOWN CENTRAL

Relating to the form of the Sandia Mountains in the distance, the system of volumes is articulated to optimize solar generation potential while reducing solar heat gain. The sculpted roofs also help to capture and direct runoff water to a series of planted bioswales at the ground below.

The landscape, building on the natural and heritage landscapes of Central Campus is designed to take advantage of water flow on site and the roof-scape. The setbacks and landscape barriers engage Central Avenue without compromising pedestrian safety.

The 'canyons' between each of the volumes helps to scale down the overall form of the project, provide daylight to interior spaces, and increase the porosity and movement across the site. The performances, events, and daily activities of students, faculty, and connection of the community animate the street, create new vibrancy along Central Avenue and showcase the talents of the CFA to the public.

