

## Department of Music University Plan-III

October 8, 2008

*Creation of the Future II* enumerates several “areas of distinction” (Motif II). The Department of Music fits under “Cultural Assets, Arts and Humanities.” We have historically been noted as an area of distinction and our goal is to continue live up to that designation. In many ways we are distinct: The Department of Music is an acknowledged leader in the state in quality of teaching, performing ensembles and outreach to the state. We have exemplary faculty in many areas, and our graduates are in demand for teaching, performing and further professional education.

We have made significant progress toward the goal of “distinction” in the last few months with newly secured funding for instrument replacement, cosmetic remodeling of the department, and a new source of funding for the Marching Band. Our faculty is extremely productive, and faculty members have won multiple teaching, advising and research awards. We are able to attract high quality students, and are proud of their numerous accomplishments.

In several aspects, however, “area of distinction” is an inappropriate description. Due to of lack of resources, we have been unable to completely meet the needs of our students and the requirements of our outside accrediting agencies (NASM, Wyoming PTSB). In order to remain an area of distinction, we need certain basic resources that have not been available to us in the past. These resources are needed to continue excellence in the instruction of classes, lessons, ensembles, outreach and mentoring. President Buchanan’s statement is a powerful one; “now is not the time to be satisfied with the status-quo.” We take his comment to heart, and our action items address significant concerns.

- **Facilities.** Our facilities are inadequate and are a barrier to recruiting students
- **Faculty.** We lack a satisfactorily staffed faculty, and have had to rely heavily on part-time teaching. In music, a student is attracted to a college by the opportunity to study with a particular teacher. We have “one day a week” faculty in flute, oboe, clarinet, voice, choral, French horn, and bassoon, and we lose students when they can study at other schools with a full-time teacher on their instrument.
- **Financial resources.** Support budgets need attention for many departments in the University. In addition to the everyday needs in our department, we have obligations for recruiting, outreach, instrument repair and replacement, faculty and student travel, touring of ensembles, and staff support
- **Curriculum.** We continue to examine curriculum to best meet the needs of our current and future students.
- **Assessment.** We continue to address our assessment plan for all degrees.
- **Graduate Assistantships.** More assistantships are a necessity. Graduate students hone their teaching skills, raise the quality of ensemble and individual performance, and provide additional leadership models for all students in the department.

We see all of these items as “building depth rather than breadth” (Motif 1). We are striving to create a an even more solid department, one that can claim excellence across the curriculum and that has the necessary resources to support a strong program, rather than just meeting the bare minimums (Motif 4).

*Creation of the Future II* also emphasizes the capacity of UW to provide “leadership.” It must be noted that music education is a “profession critical to the region’s future.” The Department of Music graduates an average of 12 music education majors per year, and music education majors are approximately 60% of our students.

The ensemble touring and faculty outreach is really an issue of access (Motif 3). We take UW performing ensembles to schools and communities in the state and region, and even to other countries. Both tours and events that bring students to campus are needed.

There is much in the preliminary work toward Academic Plan III that has the potential to enhance the ability of all departments to improve facilities, support, leadership, access and excellence, and we applaud the effort. We look forward to a plan that to attracts the brightest and most talented students, provides excellent facilities, faculty and curriculum, and provide outstanding undergraduate and graduate education.

### Previous Action Items 2004-2009

Status (9-08)	Action Item
NA, degree deleted	MUSC 01: Strengthen composition offerings for degrees.
Done	MUSC 02: Refine present jazz emphasis in both undergraduate and graduate programs.
Enrollment has not grown	MUSC 03: Develop a strategic recruiting program to maintain steady or growing enrollment in all ensembles and studios and increase music major enrollment to 200 (increase of ten per year)
Service awards done; student fee implemented	MUSC 04: Attain additional service awards, touring, and equipment funds from Intercollegiate Athletics in support of the Marching and Pep Bands.
Still a problem	MUSC 05: Provide maintenance of keyboard equipment, in cooperation with Cultural Programs, and for the building and facilities and equipment management.
In process	MUSC 06: Improve overall facilities and especially music technology facilities to provide up to-date music technology instruction as per NASM mandates.
Done	MUSC 07: Develop distinct criteria for each scholarship area (Woodwinds, Brass, Percussion, Strings, Voice, Keyboards, and Jazz) outlining the way in

	which we award talent scholarships, how we determine the amounts, and means for individual renewals.
Touring still hampered by lack of funds	MUSC 08: Develop and implement a rotating tour schedule for largest ensembles (Symphony Orchestra, Collegiate Chorale, Jazz Ensemble I, Wind Ensemble, Symphonic Band, and Opera Theater) and continue hosting events for visiting students on our campus.
In process	MUSC 09: Develop graduate emphases in band and choral conducting.
Done	MUSC 10: Develop goals, objectives, and admission criteria for certificate program for NASM approval while seeking international exchange opportunities for our own students.
Assessment in progress	MUSC 11: Develop formal assessment of programs, individual student achievement, and correlation of music major GPAs with the rest of our College.
Partially complete	MUSC 12: Seek additional funds for support budgets for operations and part time staff for the Band Office, perhaps shared with Art or Cultural Outreach.
Done	MUSC 13: Implement 129-hour curricula for Bachelor of Music in Performance and Bachelor of Music Education.

### **Action Items 2009-2014**

**MUSC-1 Implement a replacement cycle for all department instruments and equipment: pianos, wind, percussion, strings, and the recording lab.**

We have made great progress in obtaining instruments this semester, thanks to funding from outside the department. The challenge is to have adequate funds in Support Budgets/Instructional Excellence Funds to replace instruments as needed. For example, we have pianos that are reaching the end of their expected service.

**MUSC-2 Work with Fine Arts Outreach to implement a strategic recruiting program that involves a rotating tour schedule for the premier student ensembles (Wind Ensemble, Collegiate Chorale, Symphony Orchestra, Opera Theatre, Jazz Ensemble I) and continue hosting events for prospective students on our campus.**

Recruiting for the future is all about contact with potential students. In order to recruit top-tier students, we must be able to get all the ensembles out in the state and region on a regular basis. We have received limited support from Fine Arts Outreach for touring.

**MUSC-3 Augment the ability of our high profile, public performance ensembles (choirs, bands, opera, orchestra, and jazz) to present high quality performances that provide the best quality education experience for students and audiences.**

Our ensembles get by on a shoestring, and our students deserve better. Budgets for all ensembles have been flat for several years. Increased resources would enable us to purchase and rent new music, increase audiences through better publicity, and obtain needed equipment, (e.g. concert hall chairs, stands, choral risers, sound

system, and instruments). For recruiting, it is important that our ensembles be seen as musically excellent, and excellent in terms of overall support.

**MUSC-4 Provide excellent facilities for the Department of Music.**

The university has recognized the deficiency of the current Fine Arts Building for all three departments. We appreciate the painting and carpeting being done in summer/fall 2008, and we will continue to work cooperatively with Art and Theatre/Dance on all phases of the facilities planning process.

**MUSC-5 Work with Fine Arts Outreach to implement a strategic recruiting program that involves a rotating tour schedule for the faculty ensembles and clinicians.**

Getting faculty out to the state and region is essential to recruiting. Students are drawn to a particular music department by personal contact with potential professors.

**MUSC-6 Provide for increased educational opportunities and department achievement by increasing the number of Graduate Assistantships available to the department on an ongoing basis.**

More assistantships are a necessity. Graduate students add teaching abilities, raise the level of ensemble and individual performance, and provide additional models of leadership for all students in the department. This request supports the A&S theme of "enhancing graduate education." A strong cohort of graduate students increases the educational experience of undergraduates because they serve as musical models for undergrads to emulate. Undergraduates also benefit from the extra teaching and tutoring provided by graduate assistants.

**MUSC-7 Increase educational opportunities for students by programming guest artists, special performances, master classes and supporting student travel.**

Laramie is isolated, and this is a great way to give students an experience that would be equivalent to someone living in a metropolitan area.

**MUSC-8 Augment ongoing sources of funds for athletic bands to relieve the budget burden on the Department of Music.**

The new student fee will produce \$1/student each semester for marching band. This approximately \$18,000 will be helpful in relieving the burden on the Department of Music Support Budget and providing a mechanism for replacing outdated instruments and equipment. This fee is a good start, but additional support is needed to provide the Marching Band with an adequate, dependable revenue stream.

**MUSC-9 Institutionalize and provide a reliable funding for ongoing curricular initiatives that serve to internationalize the department: World Music Ensembles (Gamelan, Steel Drums, Pan Pipe Ensemble, Irish Tune Group), and New Music Festival.**

We have many ongoing programs in world music and composition, but without reliable support. The world music ensembles help our students experience the

larger world of music. Our New Frontiers Festival brings noted composers to the campus for the benefit of all music students. These programs fit perfectly with A&S Planning Theme #6, “Demonstrate our appreciation for diverse human perspectives in local, national, and global contexts.”

#### **MUSC-10 Curriculum and related instructional issues**

- **Continue our efforts to refine and execute the department assessment plan.**  
Address issues with data and how to use it for improvement of instruction.
- **Review the undergraduate and graduate curriculum to explore the possibility of new “areas of emphasis” that would be helpful for our students.**  
We will continue to evaluate how our curriculum is structured, and how it will meet the needs of future students.
- **Develop graduate emphases in band and choral conducting within the music education degree.**  
This is an idea we will continue to explore with the presence of a new Director of Choral Activities in place. We believe this has the potential to attract strong graduate during the academic year. NASM guidelines need to be considered in this initiative. This supports the A&S theme of “enhancing graduate education.”
- **Consider lesson fees and other alternatives for funding of part-time instruction in the department.**  
Evaluate the relationship of lesson fees and the off-setting level of support from state music scholarships.
- **Increase the availability of recorded music for student use by working cooperatively with the Library. Evaluate CD and on-line options.**  
We have moved from a department that provided listening stations for LPs to one dependent on an inadequate but growing collection of CDs in Coe Library. We need to investigate how best to serve student listening needs for our various classes.

#### **Time line for Implementation in the Five Year Plan**

These are not new issues, so work on all items has begun. The timeline is our hope for completion of the items.

<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>
1 Equipment Replacement 2 Student Touring	3 Ensembles 5 Outreach, Recruiting 9 World Music	8 Marching Band 10 Curriculum 7 Guest Artists	6 Graduate Assistantships	4 Facilities