

**SCHOOL OF MUSIC
STRATEGIC PLANNING INITIATIVES
2008 through 2013**

Mission Statement

The mission of the School of Music is to inspire and educate performers, composers, scholars, and teachers in an atmosphere that fosters excellence and serves the global and regional community through performance, research, and creative work of the highest standards.

Introduction

The School of Music subscribes to the core values as outlined in the College of Arts and Architecture strategic plan – of imagination and creativity, of open inquiry and critical dialogue, of diversity and respect, of tradition and change. One important core value we would like to emphasize is that of collaboration. In an age where communication is often done through electronic means, the School is particularly proud of the way in which its programs provide opportunities for human interaction and collaboration involving the most profound expressions of human feelings.

Each semester, over 1,500 students are engaged in music making and learning under the tutelage of highly qualified faculty professionals. While we embrace new technologies that serve our students and reach new audiences, our programs are strong, primarily because of face-to-face interaction between talented students and outstanding full-time resident faculty. This is a culture that we feel must be preserved and strengthened. Throughout the strategic plan, we include statements about those areas that we feel must be preserved (even above new initiatives), because they are fundamental to the core strengths of the School of Music. Resident instruction and collaboration between outstanding scholar/artist teachers and students in the exploration of great music is at the heart of that strength.

Faculty identified several overarching trends and forces that are shaping our environment and that we must address in order to meet our goals:

- *Technology* is providing new ways for communication as well as new ways for consumption and distribution of music.
- Students are *savvy consumers*, and given the increasing cost of a Penn State education, students are not just looking for an outstanding program with excellent facilities, but they are weighing educational costs against their future earning power.
- The *changing demographic* and greater diversity of school populations will provide special challenges for our music education graduates.
- As *early childhood & life-long learning* are becoming more important in our communities, we must look beyond K-12 education in the preparation of future teachers.
- Our world includes *diverse music* with a blurring of lines between types of music and a general movement toward more vernacular music. This calls for well-rounded musicians who are steeped in classical traditions, but also conversant with the music of our time.
- *Interdisciplinary*, double-majors, and other kinds of supporting programs are important for musicians today. This is more than a “back-up plan” to satisfy nervous parents; it is an essential ingredient for success in a complex world.

Goals and Strategies To Achieve The School's Vision

Goal 1: Strengthen our significance and reputation in the arts

Strategy 1: Expand both individual and interdisciplinary research and creative accomplishment.

- a. Seek means for the university as a whole to recognize, value, and benefit from the contribution of the creative and performing arts.
 - Continue to promote innovative faculty research and creative activity in music.
 - Encourage internal and external grant writing where appropriate to provide additional support.
 - Stimulate interdisciplinary research and creative activity.
- b. Engage key alumni and friends in developing the case for funding for endowed professorships.
 - Seek increased support for faculty research and creative activity through annual gifts, while building the case for endowed professorships.

Strategy 2: Support excellence and innovation in teaching and learning.

- a. Increase the emphasis on graduate education, growing and/or improving existing graduate programs and adding new ones where there are strategic advantages for doing so.
 - Develop a non-degree graduate performance certificate to attract exceptional international performers who would like to focus on performance skills, and who may not have the interest in or the language skills for MM or DMA degrees.
 - Explore interest in and opportunities for an interdisciplinary doctoral degree.
 - Develop innovative courses and outreach programs in voice pedagogy to take advantage of our unique strengths in music theatre/classical singing pedagogy; create a new MM in musical theatre voice pedagogy.
 - Strengthen the voice program by providing one fully realized opera production every year to include the Music/Theatre collaborations (alternate spring semesters), exploring other venues and options in the alternate years.
 - Offer on-line summer graduate courses and programs in music education, including programs for ACT 48 credit.
- b. Increase competitive graduate assistantships and fellowships through reallocation of existing resources, endowments and other means.

- Provide at least one assistantship for each degree program and each degree track in the School of Music, increase the number of teaching and research assistantships in those areas where there is the greatest need or a strategic reason to do so, and increase graduate stipends as needed to be competitive.
- c. Encourage partnerships with other units and colleges to expand offerings in joint courses and programs.
- Explore partnerships to develop courses or experiences that would help music students prepare for careers in arts administration.
 - Continue to support the many successful partnerships that enhance our programs and help us reach new audiences (such as Palmer Museum, WPSU, IAH, CPA, School of Theatre, Alumni Association, Village at Penn State), exploring new partnerships as resources allow.
 - Explore further collaborations with the College of Education to enhance course offerings in early childhood education, possibly leading to a shared faculty line.
- d. Provide quality general education courses to meet current and future demand related to the university's mission.
- Continue to partner with the e-Learning Institute to develop new on-line general education courses, to maintain current on-line courses (Music 004, 005, 007, 008, 009) and/or to add more sections of existing courses as the demand and funding allow.
 - Begin a campaign within the University to reduce general education requirements in professional music degrees (BM, BMA, BME) and/or explore double-counting the general education classes.
 - Explore options for additional general education courses in composition.
- e. Engage students in the process of program review and assessment.
- Implement the School's Program Assessment Plan, adding an annual alumni survey.
 - Continue to seek ways to reinvigorate the Pi Kappa Lambda chapter and to celebrate other student awards and accomplishments.
- f. Continually review and revise our undergraduate programs to meet student needs and to ensure our competitiveness.
- Strengthen the jazz curriculum by adding a minor in jazz performance.
 - Meet or exceed undergraduate enrollment targets to create a comprehensive student base to populate ensembles and fill applied music studios (see scholarship initiative).

- Review the composition program, including entrance and graduation requirements and opportunities for audio composition/production.

Strategy 3: Continuously improve the quality of our programs.

- a. Reallocate or seek additional funding for traditional and emerging technologies to enhance teaching, creative work & research, and outreach.
 - Increase capacity of courses in the music technology minor to meet student demand and explore other partnerships in technology and audio recording (see facilities).
 - Involve the entire faculty in developing long-term equipment plans, with special emphasis on new and emerging technologies that enhance teaching.
- b. Actively address and monitor workplace and classroom climate to ensure a continuing supportive environment
 - Strengthen undergraduate advising by adding a full-time appointment for a staff advisor, or, until that is feasible, support faculty who serve as advisors (appoint a faculty advising coordinator, offer advising workshops, etc.)
 - Support students by developing a series of non-credit programs and workshops on performing arts medicine, career development and other issues important to our students' current and future well-being.
- c. Monitor and update benchmarking with peer and aspirant programs
 - Review the Higher Education Arts Data Services (HEADS) data relative to peer institutions, working with the National Association of Schools of Music (NASM) staff and other institutions to address misunderstandings and inconsistencies in these important benchmarking surveys.
- d. Enhance development and stewardship activities, involving alumni, friends of the college, and the units as well as the professional staff to increase funding for program endowments and scholarships
 - Ensure sufficient funding for undergraduate scholarships to allow the School to be more competitive for the top applicants by increasing endowments and through annual giving and university funding.
 - Continue to explore focused fund-raising activities with development staff. Involve faculty in stewardship activities through regular reports at faculty meetings, faculty participation in donor events, targeted faculty communication with donors, and special projects related to various constituencies.
 - Continue to hold at least one major School-wide donor event each year as part of our donor stewardship efforts.

- e. Engage alumni and practitioner resources in identifying new opportunities for community outreach and collaborations
 - Continue to build relationships with alumni and friends through (a) alumni receptions at important conferences, (b) APGs, (c) reunions to celebrate milestones in our program, and (d) partnerships with teachers in the area relative to curricular initiatives.
- f. Raise the profile of the college and more effectively promote the accomplishments of our programs and people
 - Continue efforts to draw the attention of University administrators to the artistic and educational contributions of the School of Music and its importance within the University at large.
 - Preserve and enhance performance opportunities for Penn State students and faculty, including performances in the prominent venues of our region (such as the President's Concerts).
 - Redouble our efforts to gather data on alumni accomplishments and to promote alumni successes by celebrating these accomplishments more effectively (such as in the alumni newsletter, on the School's Web pages and Facebook, and through an alumni concert/lecture series).
 - Promote faculty accomplishments more effectively on the School's Web pages and other internal and external mechanisms.
 - Invest in continuous Web development.
- g. Reallocate or seek additional funding to address infrastructure deficiencies in our programs.
 - Provide students with reasonable access to piano collaboration through part-time staff positions in accompanying, graduate assistantships in accompanying, a collaborative piano faculty position, and/or by subsidizing accompanist costs.
 - Examine the process of undergraduate scholarship allocation with a long-term view toward future needs of the School.
 - Review the schedule of course offerings to address long-standing scheduling concerns.
 - Engage in a comprehensive review of curricula and accreditation standards in preparation for the School's 2010-11 National Association of Schools of Music review.
 - Continually assess priorities relative to new or redirected faculty and staff lines to address issues such as:
 - accompanying
 - advising
 - concert and tour management

- early childhood music education
- organ-harpsichord performance and historical performance practice
- recording technology or other collaborations with engineering/acoustics
- world music performance

Goal II: Prepare students to thrive in a global environment

Strategy 1: Continue to advance teaching and learning by developing new courses and programs of study that address the changing demands of a world increasingly driven by a global economy and internationalization.

- Continue to revise and expand courses in world music (such as Music 009 and 162).
- Explore opportunities for students to experience, perform, and study diverse musics.

Strategy 2: Create a climate that encourages learning from diverse perspectives, using data available through University resources and college/school diversity committees to develop specific goals and measures.

- Support and enhance the work of the School's Diversity Committee.
- Continue to promote diversity through workshops and orientation programs for faculty, staff and students.

Strategy 3: Make international experiences a hallmark of every academic unit.

- Expand the international study abroad opportunities for music majors by developing relationships with institutions that have a strong music performance and/or composition emphasis.
- Develop guidelines for music study abroad designed for students seeking to fulfill graduation requirements.

Strategy 4: Increase the number of faculty exchanges, residencies, and visitations from professional and guest artists to bring new perspectives to our classrooms and workshops.

- Secure additional funding for visiting scholars, composers and performers.

Goal III: Continue to enrich lives by celebrating and disseminating the arts through public engagement

Strategy 1: Enhance our offerings of public arts programs and exhibitions.

- Assess resources devoted to scheduling, publicity, and production issues for public events.
- Continue to produce major School-wide events (such as the Mosaic concert) to enhance recruitment and visibility, working to reach larger audiences and to ensure that events represent all areas of the School at the highest levels possible.

Strategy 2: Develop outreach opportunities, adding programs where there are demands or strategic advantages for doing so.

- Develop a sustainable program of summer workshops for public school teachers.
- Enhance and restructure the summer music camp to recruit highly qualified students more effectively and to reach a more diverse population.
- Create and sustain a summer music festival (such as Music at Penn's Woods), increasing the involvement of community donors and supporters, and identifying grant support.
- Develop and fund a more coordinated touring program for the School's large and small student ensembles to include a plan for systematically reaching all areas of the state and region important to student recruitment.

Strategy 3: Use our diversity-focused programs, performances, and exhibitions to enhance the cultural awareness of Penn State and surrounding communities.

- Seek a more stable source of funding for the African-American Spirituals Weekend.

Goal IV: Develop a 10-year college master plan for facilities and technology

Strategy 1: Seek to include college facilities needs in the University's Capital Plan, for renovation or new construction where aging Arts District buildings can no longer adequately support the academic, creative, and outreach missions of the college and university.

- Address facility issues for the School of Music including:
 - (a) Acoustical, HVAC, and lighting concerns in Esber Recital Hall
 - (b) Technology needs in the General Purpose Classrooms
 - (c) Public spaces in Music I, addressing the very "tired" look of an aging facility
 - (d) Security upgrades to provide access to classrooms and practice rooms via card swipe or keypad entry systems
- Address facility issues where renovation alone cannot meet programmatic needs, including:
 - (a) Relieve overcrowding and provide more options for course scheduling, rehearsals, and storage by building a new facility or adding a third floor to Music II

(b) Build a state-of-the art 700-800 seat state-of-the-art auditorium with an orchestra pit

Strategy 2: Create a master plan for IT and other technology throughout the College

- Enhance facilities throughout the School so that all music faculty can have access to appropriate/innovative technologies to enhance teaching.
- Renovate the music recording studio and other facilities to allow the expansion of the music technology program.