SCHOOL OF MUSIC STRATEGIC PLAN

May 18, 2020

School of Music Goal #1: Develop and Transfer New Knowledge

Objectives, Initiatives, and Actions	Responsible Parties	Timeline/ Benchmarks
<u>**Objective 1:**</u> **Diversify and improve research productivity across the School of Music.**		
<u>Initiative 1.1</u>: Provide key resources to support significant research efforts. <u>Actions</u> 1) Establish research productivity baselines across the School of Music. Go back five years and look at the average of our productivity in different areas: books published, peer-reviewed articles, performances at international/national/local venues, performances of new compositions and recordings. 2) Provide extra funding for travel, beyond the funding the School provides as matching funds for the Dean's Travel fund, to fund travel if the funding from the CFA runs out in a given year. 3) Continue to provide honoraria for visiting artists and scholars who have the opportunity to present in the School of Music because they are in the area.	Director, SoM	2020-2021
<u>Initiative 1.2</u>: Diversify research conducted in the School of Music. <u>Actions</u> 1) Explore the establishment of a summer institute that brings together the current summer festivals as part of a larger summer program. 2) Hire faculty in fields that focus on research beyond traditional Western Music. 3) Provide funding for cross-disciplinary research collaborations between faculty in different areas in the School of Music.	Exec. Comm. Chairs, search comm. Director, SoM	2020-2022 2020-2023 2021-2023

4) Continue to expand grant applications for funding to purchase orchestral instruments, historical instruments (for example, a forte piano), and music technology.	Faculty, SoM CFA Research	2021-2023
5) Provide funding for long-term collaborations with external musicians/scholars working on projects with SOM faculty and students.	Exec. Comm.	2021-2020
Objective 2: Raise the profile of research conducted by members of the School of Music		
Initiative 2.1: Facilitate regular and effective communication about research in order to maximize the visibility of the School of Music both inside and outside the University. 　Actions 　1) Disseminate information about research conducted in the School of Music through regular interviews with faculty.	Marketing, CFA; Director, SoM	2020-2023
2) Celebrate faculty achievements through events in the School of Music Library.	Exec. Comm.	2020-2023
Initiative 2.2. Attract and retain top graduate and undergraduate students from all over the country. 　Actions 　1) Provide incentives to involve graduate students in faculty projects. 　　a) Expand the use of Opera and other music productions as a means to bring together students from different specializations in the School of Music in research and creative activity.	Faculty, SoM CFA Research	2020-2023
b) Explore the possibility of providing teaching load credit for faculty working on research projects with students. This could be a way to engage with the community as well, when the project involves external organizations.	Director, SOM	2020-2023
2) Provide opportunities for students to engage in projects with visiting artists and community partners	Faculty, SoM	2020-2023
3) Disseminate information about opportunities for students to pursue research funding through travel grants, FAF Grants, UROP, Office of Undergraduate Studies, Office of Graduate Studies, as well as external funding opportunities.	Exec. Comm.	2020-2023

4) Start a laptop (or a "devices") orchestra. This ensemble would expand research in the School of Music and probably attract a new cohort of students. It could fulfill an ensemble requirement.	Composition Area	2020-2021
5) Expand opportunities for students to work with other areas in the University — interdisciplinary projects — to provide more research flexibility (especially in the graduate program).	CFA, Research	2021-2023
6) Explore the possibility of providing a graduate fellowship (without a teaching component) specifically for students with a scholarly focus. This could be tied to a diversity initiative (to help to fund it).	CFA, Research	2021-2023

Initiative 2.3: Connect the School of Music to Arts & Health initiatives across the University.
    Actions
        1) Explore the possibility of creating a graduate-level Music Therapy program.
 	
        2) Explore opportunities to collaborate with the Hospital or Psychology department, or the recently announced mental health center funded by the Huntsman Foundation.
 	
        3) Investigate ways to further integrate Vocology and Arts and Health into school of Music degree programs.
 	
        4) Explore the design of a certificate in Music & Health.
 	
        5) Create a cohort of people to articulate into Arts & Health through the new Arts & Health position in the CFA.
	CFA, Research; AIH; Director, SoM	2020-2023

Initiative 2.4: Collaborate with Film, Animation and Video Game Programs as a way to broaden the reach and visibility of the School of Music.
    Actions
        1) Work with colleagues in the University of Utah to identify places where collaboration can take place.
 	
        2) Create guided opportunities for student and faculty collaboration with the Film, Animation and Video Game programs.
	Director & DoUGS, SoM; Chair, F&MA	2021-2023

School of Music Goal #2: Promote Student Success to Transform Lives

<u>**Objective 1:**</u> **Promote music student success through transformative learning experiences**		
<u>Initiative 1.1:</u> Offer a rigorous and relevant curriculum as a career pathway toward becoming a professional musician-leader. <u>Actions</u> 1) Audit current School of Music curricula to determine the extent of its alignment with National Standards, align Music curricula with National Standards, and Implement curricular changes as demonstrated by the audit.	DoUGS & DGS, SoM	2020-2023
2) Establish a curriculum review cycle aligned with the NASM accreditation self-study timeline, and utilize an established review cycle to annually review, align, and adhere to University curriculum deadlines.	DoUGS & DGS, SoM	2021-2022
3) Examine University, College, and Departmental scheduling of curricular activities to identify scheduling opportunities and barriers; adjust School of Music Academic Schedule to increase student access to transformative learning; implement changes as demonstrated by the findings.	DoUGS & DGS, SoM	2021-2022
4) Formalize faculty and staff responsibilities/duties to support student learning.	Exec. Comm.	2020-2021
5) Investigate student academic and personal goals for a transformative learning experience, compare School of Music expectations to student goals, create an outline of School of Music expectations compared to best practices for student success, and implement changes as demonstrated.	Exec. Comm.	2020-2022
<u>Initiative 1.2:</u> Improve existing learning spaces and acquire new learning spaces to enact the curriculum and enrich learning. <u>Actions</u> 1) Investigate learning spaces through a feasibility study and needs assessment.	Director, SoM	2021-2023
2) Update technology within learning/performance spaces to meet curriculum learning outcomes and industry standards.		

Initiative 1.3: Increase cross-curricular collaboration. <u>Actions</u> 1) Utilize schedule and facility information to maximize facility use for cross-curricular collaboration (Initiative 1.1; 1.2). 2) Investigate opportunities with CFA Academic Units and other campus departments to encourage and support integrative milestone and capstone, student-produced projects. 3) Explore partnerships with other departments for adding doctoral degree secondary area options in health sciences, performance science, music administration.	DoUGS & DGS, SoM	2021-2022
Objective 2: Guide the journey from music student to music professional through enriched experiences		
<u>Initiative 2.1:</u> Increase student experiences within the School of Music to foster inclusive communities. <u>Actions</u> 1) Explore and examine stakeholders' perceptions of their engagement in the School of Music. 2) Promote student involvement in the Honors College. 3) Incorporate training in stage presence and audience engagement to strengthen students' skills in communicating with audiences.	DoUGS & DGS, SoM Honors Coll. Rep. Area Heads	2021-2022 2021-2023 2020-2023
<u>Initiative 2.2:</u> Offer robust and relevant curricula. <u>Actions</u> 1) Evaluate curricula, scope, and course sequencing in degree emphases. 2) Audit and consider standardizing degree advancement procedures at the degree and department levels. 3) Improve policies and procedures for transfer and part-time students that have an impact on the navigation of the School of Music curriculum. 4) Continue to provide and expand resources for academic tutoring School of Music students.	DoUGS & DGS, SoM; CFA Academic Advising	2020-2023

Initiative 2.3: Connect students to professional and campus opportunities. Actions 1) Explore collaborative opportunities with internal and external departments (e.g., film, digital humanities, health sciences). 2) Advocate for student opportunities in arts research, creation, education, and presentation with stakeholders across campus and local community. 3) Promote student health and wellness in collaboration with professional and campus entities.	CFA, Directors & Chairs; AIH	2021-2023
Objective 3: Amplify scholarship/assistantship funding resources within the School of Music		
Initiative 3.1: Increase funding for School of Music students. Actions 1) Encourage high-school students to apply early to the University so that they may qualify for general University scholarships 2) Explore opportunities for CFA interest-free loans. 3) Leverage scholarship monies to recruit and retain students through appropriate scholarship allocations to reach recruitment and retention targets.	DoUGS & DGS, SoM	2020-2023
Objective 4: Provide relevant and sustainable extracurricular opportunities focused on student success and transformation		
Initiative 4.1: Facilitate learning experiences in which music students thrive within a professional environment. Actions 1) Examine opportunities for student-led initiatives for performance and promotion of their work. 2) Investigate mechanisms for staff or faculty collaborations with students to further the potential for offering public and community performances.	Area Heads, SoM	2021-2023

School of Music Goal #3: Engage Communities to Promote Music in People's Lives

Objective 1: Promote community involvement in School of Music performances and other events.		
Initiative 1.1: Encourage interaction between School of Music community and donors. Actions 1) Promote interactions between students, faculty and donors during Galas, Advisory Board Meetings, etc. 2) Invite donors/board members to School of Music events and Area-specific extra-curricular activities as participant-observers.	Development Office, CFA	2020-2021
Objective 2: Effectively communicate information regarding School of Music activities so as to better engage with the University as a whole and the greater Salt Lake City community.		
Initiative 2.1: Cultivate working methods for students and faculty to share information about their activities regularly. Actions 1) Audit marketing practices for showcasing faculty and student achievement within and beyond the School of Music. 2) Fund a position to assist with postings on all social media platforms on a daily basis (including FaceBook, Instagram, Twitter, etc). This person could make regular contact with faculty members to make sure that performances and events are properly publicized. 3) Explore the possibility of creating short videos linked to faculty profiles on the Music website so that when someone is looking up faculty, they can click on the video (maybe on their faculty photo) and learn about the faculty member's research.	Marketing, SoM & CFA	2020-2023
Initiative 2.2: Produce "Quality Above All Else" and convey this message to the public Actions 1) Identify and document the best performances and events we have to offer. 2) Produce branded videos of our performing ensembles.	Marketing, CFA & SoM	2020-2023

3) Create eye-catching posters with faculty input, and advertise in places like public schools, public rec centers, and libraries.		
Objective 3: Provide opportunities for students to engage with the community.		
Initiative 3.1: Encourage community organizations to provide information about internships and performance opportunities for School of Music students. Actions		
1) Audit existing community-engaged activities in the School of Music.	Exec. Comm.	2020-2021
2) Seek out and secure partnerships with professional communities for students; create internships for student learning opportunities.	Internship Coord., CFA	2020-2023
3) Create a webpage that keeps track of internships and performance opportunities within the community for School of Music students. This site would allow students to identify venues that would welcome their performances, such as senior living centers, hospitals, etc.	Internship Coord., CFA	2020-2023

School of Music Goal #4: Ensure the Long-Term Viability of the School of Music

Objective 1: Remain culturally relevant to ensure the School of Music will continue to attract students.		
Initiative 1.1: Promote music as a valuable part of society. Actions 1) Promote the value of music education in the public schools with a goal of strengthening music programs statewide. 2) Support music educators in the public schools by providing services and involvement in activities at the School of Music. 3) Lobby people with influence to champion music and the arts. 4) Inspire future generations by being highly visible performers, scholars, composers, and music educators.	Faculty, SoM	2020-2023
Objective 2: Foster an atmosphere of inclusion within the School of Music where the diversity of individuals and their perspectives are valued and respected.		
Initiative 2.1: Ensure that diversity in the faculty and student body is valued as being important. Actions 1) Continue to recruit and hire faculty that broadens diversity within the School of Music. Aspects of diversity should be an important consideration in the hiring process. 2) In Utah, the Latinx population represents the largest minority. Efforts to recruit students from this population would be a logical goal. 3) Seek out-of-state Diversity Scholarships. 4) Evaluate our curriculum and course offerings to help attract students from different cultures (i.e., add a Mariachi Band(?), as is common in universities in areas with a large Hispanic population) 5) Explore funding opportunities from the Graduate School's diversity programs to increase our available assistantship stipends and	Faculty, SoM	2020-2023

advertise in historically black colleges and universities to attract graduate students. 6) Create student clubs in the public schools, led by School of Music faculty or graduate students (after school programs).		
Objective 3: Enhance School of Music employee relations, morale and equity.		
<u>Initiative 3.1:</u> Foster a safe environment for speaking and create inclusivity in discussion. <u>Actions</u> 1) Provide opportunities and time for faculty members (adjunct, career line and tenure track) and staff to discuss and interact in different settings. 2) Provide safe environments for new faculty and for staff to provide input.	Exec. Comm.	2020-2023
<u>Initiative 3.2:</u> Create a sense of ownership of the program among all faculty and staff. <u>Actions</u> 1) Allow faculty and staff more opportunities to provide input on decisions that impact their work (i.e., on matters of curriculum, office duties, instructional areas). 2) As a schoolwide goal for all committees, provide relevant information for meetings with as much lead time as possible. 3) Manage discussions in meetings with clear divisions of time. 4) Examine the governance structures of the School of Music in order to update and establish a comprehensive set of bylaws for the School of Music.	Exec. Comm.	2020-2023
Objective 4. Enhance and strengthen the financial sustainability of the School of Music.		
<u>Initiative 4.1:</u> Increase funds available for scholarships. Scholarship funding will help ensure that we maintain healthy numbers of students in the program. <u>Actions</u>	Development, CFA; DoUGS, SoM	2021-2023

1) Gather data on peer and aspirational institutional scholarship funding. 2) Work with the development office and donors to build a large scholarship endowment. 3) Work with the University to earmark funds for music-specific scholarships.		
Initiative 4.2: Increase funds available for ensemble productions and tours. Actions 1) Continue to expand the donor base. 2) Explore the idea of a "Friends of Opera" fundraising organization.	Development, CFA, Faculty	2021-2023
Initiative 4.3: Become a named school of music, by way of a donor or corporation. Actions 1) Work with the development office to build relationships with potential donors.	Development, CFA	2021-2023
Objective 5: Improve facilities and infrastructure to support core operations, educational mission and research.		
Initiative 5.1: Increase the number of practice rooms and large rehearsal/performance spaces. Actions 1) Identify a space for the installation of more practice rooms 2) Create a new mid-sized performance venue that can also be used for rehearsals and chamber music (similar to the old chapel in FAW).	Director, SoM	2021-2023
Initiative 5.2: Refurbish Dumke Recital Hall Actions 1) Identify sources of funding, including University upgrade funds 2) Replace carpet 3) Remove or sink the electrical outlets that are on the stage floor so that they do not protrude.	Director, SoM	2021-2023

<u>Initiative 5.3</u> Improve the Audio/Visual Equipment in the Instrumental Rehearsal Room (272) <u>Actions</u> 1) Identify a source of funding. 2) Research audio equipment that can produce enough sound output for the size of the room.	Director, SoM	2021-2023
<u>Initiative 5.4</u> Refurbish the Choral Rehearsal Hall (270) <u>Actions</u> 1) Identify a source of funding. 2) Install LED lighting. 3) Refinish the parquet flooring or replace it with another option.	Director, SoM	2021-2023