

10.15.08

DEPARTMENT OF MUSIC
UNIVERSITY OF CONNECTICUT
SCHOOL OF FINE ARTS

VISION STATEMENT

The Department of Music at the University of Connecticut will continue to be recognized as the premier public university music department in New England, and aspires to be recognized as a top twenty public university music program nationally. At the undergraduate level it will be recognized for providing outstanding education in performance and academic music disciplines, and for excellence in artistic productions. At the graduate level it will be recognized as being exceptionally strong in preparing and placing graduates in performance, education, and in music history and theory, and for excellence in scholarly and creative endeavors. The Music Department will reach out to make extensive contributions to the broader artistic, humanistic and scholarly life of the university and numerous communities beyond, especially musical, artistic and educational entities at the state, national and international levels. At the same time, the department will foster a more sharply-focused identity as a center for studies in contemporary music and society. It aspires to a national and international reputation in selected areas of performance and scholarship.

MISSION STATEMENT

The Mission of the Department of Music is to provide artistic leadership in music performance, teaching, scholarship, and composition for the University, state and larger artistic community. As a unit within a professional school, the department offers degree programs for students who wish to pursue professional careers in music. These degree programs are comprehensive, encompassing undergraduate and graduate master's and doctoral degree programs for performers and scholars. The Music Department also participates in the preparation of public school music teachers in cooperation with the Neag School of Education. Central to all undergraduate study is the exploration of synergies among performance, musicianship, and historical and analytical inquiry. As a service to the University, the Department of Music offers a number of courses and performing opportunities for interested students from all departments, schools and colleges. In support of the mission of the University of Connecticut, the department provides outstanding musical performances for many types of events, both on and off campus.

ENVIRONMENTAL SCAN

The University of Connecticut Department of Music is well known as a strong comprehensive music department (the typical model for public universities), fulfilling the objectives set out in our mission statement. We are widely regarded as a premier public institution of this kind in New England. We offer high-quality music degrees at both undergraduate and graduate levels, and serve the wider university community through concert programming, performing ensembles open to non-music students, and extensive general education offerings, including Honors Program courses. A distinctive feature of our undergraduate program, that provides us with a competitive advantage in recruiting and retaining the most talented students, is the emphasis on developing the musical skills of individual students, including providing individual lessons. Because of this emphasis on individualized undergraduate student education, the faculty to undergraduate student major ratios is perforce one of the lower ones at the University of Connecticut, albeit in line with national standards for other music departments at leading public comprehensive institutions of higher education. It must be noted that this individualized instruction is financially supported by students in the department. They, alone in the university, pay what amounts to a surcharge of about ten percent of in-state tuition in order to major in their chosen field. In our service role to the university student body as a whole, we endeavor to educate even greater numbers of non-music-major students and augment our academic offerings to these students, particularly through General Education courses.

Our faculty are extremely productive in performance, research, and creative activity; they contribute to both the artistic life of the institution and its broader humanistic mission, as well as having strong outreach ties to performance groups, K-12 education and renowned musical performance entities such as the Metropolitan Opera and the Moscow Conservatory. The quality of such activity, and the excellence of our faculty, has enabled us in the last decade to build a highly respected doctoral program--the largest, and the most successful doctoral program of its kind at any public institution in New England, with particular strengths in Performance (DMA) and Music History and Theory (PhD). Overall, our master's programs maintain healthy levels of enrollment and productivity. The Music Department, through such programs as Marching and Athletic Band appearances and ensemble performances at Storrs and other venues within the state and region, is renowned for its outreach components; such performances communicate positively to state residents the important contributions that departmental activities are making to the well-being of Connecticut.

The Music Department is striving to enhance its existing reputation, with adjustments of emphasis in some areas, and important new initiatives in others (see below). Overall, we seek to increase significantly the visibility of all our activities, both on and off-campus. Beginning with the fall of 2009 entering class, the Neag School of Education's Integrated Bachelor's / Master's (IBM) program will become the mechanism for University of Connecticut degree granting in Music Education. Given the structure and content of the degree, courses within the Music Department will continue to play an indispensable role in the Music Education curriculum and in the preparation of school teachers for an important and robust state and regional employment market. In this respect we make an

essential contribution to keeping Connecticut's best minds in the state and contributing to the health of the economy; this is, of course, a key element in the University's Academic Plan. At the same time, the changes in music education will allow us to elevate our existing profile in the performance and academic areas (in part through differentiating more strongly among our different degree programs), and to draw together the many strengths of the department in a coordinated and distinctive effort._

In recent years, we have gained increasing strength and visibility in the area of what might broadly be termed contemporary music and musical practice. We already have a high national and international profile in this area, generated by: the Sackler Composition Prize and other commissioning projects (which have highlighted departmental ensembles and individual faculty as performers of contemporary music); award-winning recordings; the programming of the Wind Ensemble in particular, which emphasizes contemporary and twentieth-century music; and the relatively recent addition to our faculty of a distinguished composer in the contemporary field, complementing existing strengths in jazz composition and arranging. A majority of our Music Theory and Music History faculty are prominent as scholars of twentieth- and twenty-first century music; other faculty expertise in early music offers additional depth to the contemporary theme, given the fascination of many composers of the last hundred years with medieval and renaissance compositional techniques, and the leading role of early-music performers in reshaping modern performance practices and contemporary concert life. The Music Education faculty are recognized at the department, university-wide and national levels as leaders in music teaching and learning that entails current global perspectives and diverse musical styles, idioms and practices. Their scholarship and performance contributions are evidenced by national and international awards and fellowships, and award-winning children's recordings for teachers, parents and childcare providers. We have strong but limited offerings in the technologies of recording; this area, which is of central importance to contemporary music, requires further resource augmentation. The department also has an exceptionally strong relationship with the Metropolitan Opera in New York City, and our faculty, particularly in the Voice area, are working on several initiatives that tie together classic opera with contemporary subjects and performance methods.

Building on these signal strengths, we would like to promote the department as a center for studies in contemporary music, under the umbrella concept of 'Music in Contemporary Society: Sound, Performance, Technology and Culture.' This initiative would bring into compelling focus many current areas of excellence within the department, and align with emphases elsewhere within the School of Fine Arts and the University as a whole, particularly in relation to the themes of the Academic Plan. We would not simply "repackage" the status quo. To raise the contemporary music emphasis to a new level, we envisage important new developments in several areas. A number of these can be achieved with existing resources. The Music History faculty, for instance, are working on a proposal for a new General Education course in Popular Music, with an emphasis on diversity and minority perspectives. A course in Musical Theater, which serves strong interest in the Department of Dramatic Arts as well as in Music, is being offered on an experimental basis in Spring 2009, with a view to establishing it as a

regular offering in the future. Additional enhancements could be achieved through revising and refocusing some existing course offerings and performance activities.

Particular attention should be paid to a re-examination and, as appropriate, revision of our Bachelor of Arts program, with a goal of increasing interdisciplinary activities of the Music Department with the College of Liberal Arts and Sciences and the School of Business. Such developments would, we hope, help the Department attract additional funding support, both from the reallocation of existing School and University revenue pools, and in the form of new private donations, for initiatives not possible within our current budget. Dean Woods has already brought up the idea of establishing a contemporary music center using available Sackler funding; depending on the funds available, such an initiative could involve further commissioning projects, special concerts, conferences, and outreach branches such as a regular newsletter and publication of a recording series.

There is a market for, and faculty interest in, developing new offerings in Music Technology, an area that is of utmost importance in contemporary music and indeed in all music. In a related area, a film music component, emphasizing Digital Media, would offer an important new dimension to our current strengths, and would align with the School of Fine Arts, university and state interests in promoting the film industry in Connecticut. In terms of the broader scope of the Academic Plan, our diverse strengths in areas of contemporary music would help enhance and multiply our contributions to all three of the primary themes of the Plan: the global perspectives of Our World, the quality-of-life focus of Our People, and the economic development mission of Our Future.

At present (Fall 2008) the School of Fine Arts is initiating a planning effort for a multi-million dollar expansion/ renovation of its space. The Music Department is well represented on the Planning Committee. The department and its representatives will work with the Dean and the architects to address the space and technology needs of the Music Department, in order to further the goals of our Strategic Plan.

It should always be kept in mind that, in carrying out the goals of this Strategic Plan, there should be an annual re-evaluation of departmental resource deployment, in terms of personnel and capital expenditures, to ensure optimal resource efficiencies and prioritized expenditures geared towards achieving the goals of our Strategic Plan.

DEPARTMENT OF MUSIC STRATEGIC PLAN, October, 2008

In order to achieve our Vision and carry out our Mission, the Music Department hereby adopts the following five strategic goals with supplementary sub-goals and action plans to fulfill these goals:

ENHANCE CONTEMPORARY AND POPULAR MUSIC OFFERINGS

Contemporary Music

- *Investigate the possibility of establishing a center for contemporary music that will enhance the understanding, exploration, and dissemination of contemporary music through its composition, study, and performance
- *Identify synergies among courses with contemporary music components presently being offered in other departments within the SFA and the university as a whole
- *Participate in the Digital Media initiative presently being discussed at the School-wide level

Popular Music

- *Review present courses to see if they require augmentation of popular content; and consider whether music department course prerequisites are appropriate, or whether the courses might be changed to accommodate a wider university student audience
- *Investigate the feasibility of offering more popular music courses and review present music course offerings with an aim to increase enrollments by non-music students in music courses
- *Tie Music Department contemporary and popular music emphases, particularly in ethnic and vernacular music offerings, to the international and diversity components of the Academic Plan, as well as Content Areas 1 and 4 of the university General Education requirements

STRENGTHEN THE MUSIC TECHNOLOGY AREA

- *Create a plan for strengthening the music technology area, with realistic budgetary estimates
- *Reallocate departmental resources, as appropriate, to achieve this goal
- *Participate in the Digital Media initiative presently being discussed at the School-wide level, which has the potential for an infusion of state funding

REVIEW DEGREE PROGRAMS AND COURSE OFFERINGS TO ENSURE ALIGNMENT WITH DEPARTMENTAL, SCHOOL AND UNIVERSITY PRIORITIES

Undergraduate Programs

- *Develop an undergraduate recruitment plan as part of the re-evaluation of degree program curricula, with specific emphasis on increasing the diversity of undergraduate Music majors
- *Continue the transition of the Music Education program from one requiring a degree in music to an Integrated Bachelors and Masters program within the Neag School of Education
- *Review the Music Bachelor of Arts degree and its concentrations to ascertain whether changes are advisable to make it more responsive to the needs of music majors, and align it with university strategic goals, particularly in terms of university interdisciplinary program initiatives
- *Review the present content of the Music Minor and make adjustments to its content, if appropriate
- *Review present undergraduate General Education offerings and evaluate the feasibility and desirability of augmenting offerings in this area
- *Review how present course offerings are in synchrony with the university Academic Plan, and revise the curricula of the Music Department degree programs to enhance their alignment with the Plan
- *Complete formulation of a Pathways Program that fully describes the opportunities available to majors within the Music Department in terms of college study and career placement; and widely disseminate this information, particularly to high school faculty and students
- *Assess the balance of course offerings solely for music majors and those aimed at a wider university audience, and re-align this balance, as appropriate

Graduate Programs

- *Conduct a review of music doctoral programs and assess whether all present programs should be retained
- *Conduct a review of music masters programs and assess whether curricular or programmatic changes should be made, including strengthening, addition or elimination, as appropriate

Alignment with School and University Goals

- *Assess the enrollment patterns in all Music Department academic offerings, and evaluate whether changes are necessary to augment enrollment or to make schedule or teaching assignment changes to create optimal use of faculty resources
- *Explore options for increasing enrollment in courses in which larger numbers of students can be accommodated
- *Assess the teaching loads and assignments of music faculty to ascertain whether these are optimal to assist in achieving the goals of the Department and School strategic plans and the university Academic Plan

- *Evaluate budgetary allocations annually, particularly in regard to use of adjuncts and teaching assistants in instructional offerings (including applied music study and ensemble offerings), to ensure optimal use of resources in carrying out the instruction mission
- *To the greatest extent possible, encourage students to study and/or perform in foreign countries, either through the Study Abroad Program or sponsored SFA/ Music Department performance trips
- *Investigate the possibility of a business minor for music students

CONTINUE TO ENHANCE THE REPUTATION OF THE PERFORMANCE AREA WITHIN THE UNIVERSITY, REGION, STATE AND NATION

- *Review the present Master of Music in Performance to strengthen its performance orientation and outcomes
- *Increased emphasis on chamber music, aligning with the university Academic Plan in terms of experiential service learning and increased outreach
- *Augment the area of chamber music through the development of faculty chamber music ensembles and increasing their involvement with student chamber music ensembles
- *Encourage new initiatives between the Music Department and professional partnerships—e.g., the vocal area and Connecticut Opera—and assess their impact on recruitment, internship and curriculum
- *Increase student participation and success in competitions at the state, national and international level
- *Enhance the performance level of the large ensembles with the infusion of advanced graduate students

FACILITATE SERVICE TO THE UNIVERSITY AND OUTREACH TO THE STATE, REGION AND NATION

- *Develop a marketing plan to
 - *Publicize Music Department degree, performance and outreach programs
 - *Communicate the degree requirements for music-related degree programs
 - *Showcase our programs through departmental ensemble performances in K-12 schools and other venues, especially within the state of Connecticut
- *Review Music Department offerings in terms of optimal service to both Music majors and the general university clientele interested in music programs, including the offering of more General Education courses
- *Facilitate Music Department outreach through:
 - *Enhancement of relationships through such entities as the Metropolitan Opera, the Connecticut Opera, and the Moscow Conservatory
 - *Encouraging and publicizing performances by Music students and faculty, both on and off-campus
 - *Support for University of Connecticut performance musical endeavors, whether originating within or outside the School of Fine Arts

- *Evaluate graduate program offerings to ascertain whether they are meeting community demands
- *Participate fully in the Digital Media / film industry initiative presently being undertaken by the School of Fine Arts in furtherance of state priorities
- *Investigate establishment of internship programs for Music majors, as appropriate
- *Widely disseminate the musical accomplishments of the faculty and students through the establishment and promotion of a recording series

CONCLUSION

The Music Department has engaged in a collegial and highly focused process to develop this Strategic Plan. All faculty members have been consulted on numerous occasions about the wording of the Plan, and it has gone through at least fourteen refinements over a period of several months. This Plan represents the best efforts of our faculty to be responsive to the needs, and to align with the goals, of the School of Fine Arts, the University of Connecticut and the State of Connecticut, as well as continuing to pursue the high standards of quality and professionalism for which the department is known.

The development of this document is the beginning of the Music Department's effort to move itself forward to achieve departmental and institutional goals. Still to be developed is an implementation plan with specific goals, timetables, responsibility assignments, and metrics to measure goal achievement. We all look forward to beginning this next phase of our continued growth and progress as a comprehensive and forward-looking department.