UND Music Strategic Priority Action Items
Supplement to UND Music Strategic Planning Guide
March 4, 2015
Spring 2015

Impact of the Music Department on the University

With over 1500 students per year in student music ensembles and Essential Studies music courses, approximately 175 music majors, and countless community and UND audience members who attend Department-sponsored and athletic events, the UND Department of Music has an important and significant impact on UND and the Grand Forks community.

SHORT TERM (1-3 years)

Music Therapy. There is unanimity among faculty that Music Therapy is a very high priority for the Department. In order to provide the necessary resources that will maintain a healthy and sustainable music therapy area, the Department needs two tenured tenure-track positions and one half-time clinical supervisor position. In light of an imminent move to Master’s degree entry into the profession by the AMTA, the Department should initially institute an online master’s degree. Optimum size is 40 undergraduates and 6 graduates at a given time in the short term. No GTA resources will be required of the Master’s program. We will request a tenure track position in Music Therapy to begin fall semester 2016. To be done ASAP.

Faculty Configuration. A search is under way for the tenure-track clarinet saxophone position. The Department will propose three additional tenure-track faculty lines to begin fall of 2016. They are in Music Therapy (rank 1), Music Theory and Composition (rank 2), and Voice (rank 3). These positions correspond with current non-tenure-track positions in the respective areas.

Accompanists. In order to help to provide adequate accompanist resources for 180 music majors, the Department is developing a Collaborative Piano Master’s Degree. The Department will utilize three quarter-time GTAs for accompanists, as it is currently doing. The Department is currently working on a plan to allow for additional piano teaching by an existing non-tenure-track faculty member in order to sustain piano major numbers who are qualified to accompany. Additionally, the Piano area has provided to the Chair a plan for sustaining accompanist resources for 180 music majors.

Scholarships. The Department needs significantly more scholarship funds than it currently has. In the short term, the market looks good, and strategic spending has created predictability. We will continue strategic spending into the near future. This year the Chair has reserved approximately $6000 to offer a small number of extraordinarily talented and/or strategically important students.
The effort to endow significant scholarships for the UND Student String Quartet has lost momentum. The Department will ask the College to invest in support for one more tour in the hopes of identifying one or more donors who can make a significant impact on the current goal of $2M in an endowment. To be done ASAP. Even achieving a significant percentage of that goal will help in the effort to create and maintain balance in the three main ensemble areas of orchestra, choir, and band.

**Executive Structure.** The Chair will continue and fine tune Associate Chair duties. The Chair will create committees for recruitment, fundraising, music education, and curriculum, to be in place at the beginning of AY 2015-2016. The Chair will appoint Directors of Music Education and Music Therapy to have final authority over graduation checks for undergraduate students, among other duties, beginning ASAP. The Chair will continue and fine tune Graduate Program Director duties. The Chair will continue using the Executive Committee as a consultative resource.

**Staff.** The Department should maintain its current staff structure of one 12-month full time administrative assistant, one 10-month full time staff advisor and technology coordinator, one 9-month 70% secretary/receptionist, and one 9-month 50% marketing and production coordinator. The addition of Staff Advising duties has benefitted music majors to a great degree. We will continue to fine-tune staff duties regarding logistics of the Department within current resource constraints as technology and needs evolve. Current staff duties pertaining to marching and athletic bands will continue.

**GTAs.** Currently the College can only guarantee 7 quarter-time positions for the department. As of 2014-2015, the Department is carrying 12 quarter-time positions, with the other five coming from the School for Graduate Studies. An additional two quarter-time GA positions are temporarily being converted to lecturer funds for drumline and athletic band duties.

In the case of 7 quarter-time positions, the Department will suffer. Suggestions for use include three accompanist positions, one music education position, one FA 150 position, and two MUSC 100 positions. This recommendation comes with a need to find student workers for the Band, Choir, and Orchestra areas, and the elimination, at least temporarily, of the UND Student String Quartet, if it is not endowed soon (see above).

It is hoped that the Department will have 12 positions for AY 2015-2016, to include three accompanists, two string quartet members/orchestra assistants, one in FA 150, two in MUSC 100, one in music education, and one each in Band, Choir, and Opera. Of these, Opera is of the lowest priority. The department will determine an ideal number and arrangement of graduate assistants in order to address priority needs.

**Studio Sizes.** The Chair will work with the Executive Committee to identify optimum studio sizes and develop a plan with the goal of achieving them. The plan will include recruiting, fundraising, and scholarship strategies. The plan must also account for optimum enrollment sizes per degree program. To be done by the end of AY 2014-2015.
**Degree program sizes.** See studio sizes above. It must be understood that the relationship between studio and degree program sizes requires each to be flexible within reason. Optimum degree program sizes to be determined in consultation between the Chair and Executive Committee by the end of AY 2014-2015.

**Mission.** In consultation with the faculty, the Chair will develop a new mission statement consciously in alignment with the strategic priorities of UND and the College of Arts and Sciences. To be done by the end of 2015-2016.

**Athletic Bands.** In consultation with the Chair, the Director of Athletic Bands shall establish a plan that identifies the number and type of events that are possible given certain resources in a number of scenarios. To be done by the end of 2014-2015.

**LONG TERM (4-10 years)**

**Faculty Configuration.** In the next 4-10 years there will, in addition to those mentioned above there will be personnel movement in several positions. The department will engage in long-term discussion regarding how to reshape the Department to best meet challenges and opportunities that will come with the remainder of the first half of the 21st century. The Department will continue to address strategic priorities, student learning, faculty support, technology, and facilities. This work has already begun with the Chair and the Executive Committee.

**Symphony Orchestra.** Bring symphonic presence to equal footing with band and choir. This is a long-term goal, and will eventually require robust institutional support. The initial plan must include optimizing studio sizes, using strategic recruiting strategies, and setting realistic goals. It should also consider a reimagined relationship with the Greater Grand Forks Symphony Orchestra. Incremental goals for the first five years are the best option, with ongoing discussions with the Dean, the Alumni Foundation, and other administrators in an effort to seek robust institutional support in the long term. It is the Department’s belief that resources offered in the past have had extraordinary and consistent results, and that there is no reason to doubt that, given the proper resources, this goal is entirely achievable. To be under way by the end of AY 2015-2016.

**Marketing.** With current resources, the Department can maintain its current marketing efforts, with minor modifications to address minor changes in needs. In the long term, the Department should seek robust institutional support, perhaps in the form of a Fine Arts Marketing Director position, and a Fine Arts Graphic Designer position, with opportunities for Graphic Design student internships. This is the model that the Fine Arts departments at the University of Minnesota Duluth use, and is similar to that of the Performing Arts departments at NDSU, both of whom have far superior marketing products and visibility than do the Fine Arts departments at UND. The Department should partner with the Department of Art & Design, the Department of Theatre Arts, and the College of Arts and Sciences to explore avenues for funding.
**Fundraising/Scholarships.** The Department needs to develop a plan to realize a dramatic increase in scholarship funds over the long term. The UND Student String Quartet is the beginning phase for this goal. See above (Short Term/Executive Structure).

**Optimize studio sizes.** See above for short-term action. In the long term, this area will require coordination of entrance auditions, recruiting, scholarships, teaching resources, and Department priorities.

**Non-Music Majors.** Increase activities that identify strong non-music major performers in order to augment ensembles. UND has already instituted a new system of scholarship tracking and application. This system provides data that will assist in this goal. The Chair and Scholarship Committee will work with this system.

**Curriculum.** The Department will form a curriculum committee to perform a comprehensive analysis of the curriculum in all degree programs in order to identify excess electives, course duplication, and under-enrolled classes in an effort to eliminate waste. Cost savings will be used to bolster strategic priorities. The Committee will work with the Graduate Faculty to identify goals and direction for the graduate program, to include GA configuration and tuition waiver use. Other items include using GSAs and GRAs, and accompanists.

**Arts Advocacy and Entrepreneurship.** Arts funding nationally continues to wane, in both the private and public sectors. Fewer citizens are exposed to education in music, with a resulting loss in public understanding and support of music as a profession and disciplines that required musical skills. Increased emphasis and reliance on profitability hurts the discipline of music. The value of music must be communicated to the public through advocacy and education, and that value must include the intrinsic and the practical. The Department is and will continue to develop advocacy and entrepreneurship skills in both music majors and non-music majors.

**Service Courses.** The Department should ensure that courses taught in service of degree programs not housed in Music (BFA in Musical Theatre, BS in Elementary Education) are in its best interest. Financial, educational, and advocacy considerations should be taken into account.

**Facilities.** UND has not invested significantly in its Fine Arts facilities in more than 40 years. UND has never had a concert hall appropriate for use by its own Music Department. The political history and current giving climate in North Dakota point toward a continuation of this neglect. The Department should continue to advocate for updates facilities, and partner with the College of Arts and Sciences and the Alumni Foundation to advocate for new facilities. The Department should maintain a needs list, updating it on a regular basis.

**Equipment/Instruments.** The Department will identify cost savings and additional revenue in order to find resources for a robust long-term maintenance and replacement schedule for its pianos, which supports both the priority of providing accompanists for
the Department and the instrument needs of piano majors in general. The Department will also develop a plan for the maintenance and replacement of other musical instruments and music technology.

**Strategic Planning.** The Chair will update this document on at least an annual basis, adjusting it as goals are met and situations change. The faculty should be involved with robust updates to this document every 3-6 years.