

Texas Tech University School of Music Strategic Plan 2006

Mission Statement

The Texas Tech University School of Music provides a professional environment that stimulates the highest standards of excellence in music education, research, performance, creativity, and service.

Vision Statement

The Texas Tech University School of Music aspires to be a leader in linking the elements of music education, research, performance, creativity, and technology.

The School of Music will:

- be recognized as one of the premier comprehensive schools of music in the United States, attracting the finest students, faculty, and staff;
- prepare students to be leaders in the profession with the highest standards of performance, teaching, research, artistic, and creative vision; who are innovative and confident, able to think critically, and successful in their chosen field;
- emphasize synthesis and connection in all of our curricula; be engaged at the local, regional, state, national, and international levels to benefit the educational experiences of students, faculty, and staff;
- provide cultural enrichment and an understanding of the arts locally, regionally, nationally, and internationally.

Core Values

- Commitment to excellence in teaching, research/creative activity, and service
- Highest standards in performance
- Creativity
- Excellence in the advancement of knowledge
- Effective communication
- Critical thinking
- Cultural literacy
- Technological literacy
- Respect for and responsiveness to the needs of students
- Shared governance and academic freedom.

STRATEGIC PRIORITIES, GOALS, AND STRATEGIES

INVEST IN THE PEOPLE OF TEXAS TECH UNIVERSITY

Access and Diversity: Recruit, retain, and graduate a more academically prepared and diverse student body.

- 1.1 Recruit qualified and capable students with varied backgrounds and interests in music.

Strategies

- Involve greater numbers of current students to assist with recruiting a broadly diverse student body.
- Faculty will enhance communication with LISD and other schools in the region that enroll underrepresented groups.
- Seek increased private/corporate funding for talent-based and academic scholarships to qualified undergraduate and graduate students.
- Seek increased internal/external funding for graduate-level GA, TA, and GPTI appointments.
- Seek increased internal/external funding to be earmarked for recruiting.

- 1.2 Retain and graduate qualified and capable students with varied backgrounds and interests in music.

Strategies

- Implement ongoing Texas Tech University initiatives regarding program outcomes and assessment, and course outcomes and assessment to enhance the quality of the artistic and academic experience.
- The School of Music will ensure that we are able to offer academic programs that meet the "Graduate on Time" program.
- Work with internal and external constituencies to assist continuing students in securing scholarships and fellowships.

- 1.3 Establish an enrollment management plan for the School of Music that is consistent with institutional strategy.

- The School of Music will meet the institutional enrollment target goal of 80% undergraduate, 20% graduate students.
- The School of Music will establish studio enrollment goals that are consistent with ensemble requirements and faculty resources.

Human Resources and Infrastructure: Increase and use resources to recruit and retain quality faculty and staff and to support an optimal work environment.

- 2.1 Recruit, hire, and retain excellent and diverse faculty, staff, and administrators.

Strategies

- Seek new faculty lines that will attract diverse faculty.
- Provide professional development opportunities for faculty, staff, and administrators.

- 2.2 Review and refine short- and long-term development goals.

Strategies

- Develop an appropriate strategy for meeting short- and long-term fundraising goals that are reflected in the annual Needs and Priorities list.
- Develop plans for a School of Music/Friends of Music fundraising gala and/or other events.
- Continue to work with the College Development Officer to establish new scholarship endowments in music.

- 2.3 Participate in the planning process for a major arts center/arts campus in conjunction with the renovation of existing facilities.

Strategies

- Along with the college, unit chair/directors, and faculty, develop plans for new college facilities, as well as renovation of existing facilities for better space utilization, and to come into compliance with health and safety standards.

- 2.4 Increase the use of technology in the School of Music.

Strategies

- Seek and support professional educational and training opportunities for faculty and staff.
- Investigate the possibilities for web-streaming School of Music events to internal/external constituencies.
- Utilize appropriate funds and resources to support current trends in music technology.
- Seek ways to stream music library holdings (including recorded materials) directly to students.

ENRICH THE EDUCATIONAL EXPERIENCE

Undergraduate and Graduate Teaching, Learning, and Professional

Education: Enhance our national recognition as an exemplary School of Music.

- 3.1 Strengthen undergraduate, graduate, and professional programs in the School of Music.

Strategies

- Participate in an internal and external assessment of degree programs (NASM review; Graduate Program Review, NCATE).
- Review summer school program offerings.
- Enhance/develop the School of Music programs based on the results of our program outcomes and assessments initiative.
- Seek internal and external funding for additional financial support for music students in graduate programs.

- 3.2 Expand opportunities through national/international initiatives, external centers, and institutes in music.

Strategies

- Develop international collaborations through our Center for Vernacular Music.
- Encourage faculty and students to participate in international collaborative programs (TTU-Seville, etc.)
- Encourage faculty and student participation in programmatic offerings in the Hill Country centers.

- 3.3 Develop artistic and educational programs that bring regional, national, and international prestige to the School of Music.

Strategies

- Develop camps, festivals and workshops that bring honor and distinction to the School of Music.
- Develop unique certificate programs that will distinguish the School of Music from peer institutions.
- Work collaboratively with other academic units to determine where programs might be created that cross normally discrete academic boundaries.

- 3.4 Promote and support an exemplary, innovative interdisciplinary Fine Arts Doctoral Program.

Strategies

- Along with the college graduate studies committee, market the unique character of the Fine Arts Doctoral Program.
- Network with music graduates of the Fine Arts Doctoral Program to explore innovative ways to enhance and promote the degree offering.
- Seek internal and external funding for additional financial support for music students in the Fine Arts Doctoral Program.

- 3.5 Promote and support the recently developed Doctor of Musical Arts degree.

Strategies

- Network with music graduates of the DMA program to explore innovative ways to enhance and promote the degree offering.
- Seek internal and external funding for additional financial support for music students in the DMA Program.
- Seek ways to effectively market the unique character of the 45 hour DMA program.

Engagement: Provide scholarly outreach opportunities that contribute to students' learning and that benefit our communities, the state, and nation.

- 4.1 Establish and promote additional service-learning opportunities.

Strategies

- In harmony with the university goal, add service learning components to new or modified courses.
- Bring to campus music service learning experts.

- 4.2 Develop School of Music outreach opportunities.

Strategies

- Promote String Project, the Kodaly Initiative, LISD private lesson program, and other possible teaching academies.
- Promote the Distinguished Music Educator Program

ADVANCE SCHOLARLY AND CREATIVE ENDEAVORS

Scholarly and Creative Productivity: Increase scholarly and creative productivity and funding for all areas of inquiry within the School of Music.

- 5.1 Develop scholarly and creative opportunities that bring regional, national, and international prestige to the School of Music.

Strategies

- Seek increased internal and external funding to be earmarked for student and faculty professional development and travel.

- 5.2 Increase opportunities for School of Music students, faculty, and staff to participate in regional, national, and international venues.

Strategies

- Schedule major events, competitions, symposia, and exhibitions.
- Seek internal and external grants that will provide additional sources of funding.

STRENGTHEN PARTNERSHIPS

Partnerships: Build strategic partnerships and alliances for the School of Music.

- 6.1 Maintain strong ties between the School of Music and EC-12 education and community colleges.

Strategies

- Work with LISD and other regional Fine Arts Coordinators to engage faculty and students in teaching and clinic/workshop opportunities.
- Identify potential partnerships with area and regional community colleges.

- 6.2 Develop partnerships between the School of Music and local, university, state and federal agencies.

Strategies

- Promote exchange recitals and concerts.
- In cooperation with the Office of Research Services, investigate grant opportunities from arts agencies such as Lubbock Arts Alliance, Texas Commission on the Arts, National

Endowment for the Arts, the department of Education, CH Foundation, and the Helen Jones Foundation.

- Promote partnerships with local and regional music vendors for educational materials, instrument use, and support for special artist clinician appearances.

6.3 Continue to strengthen the work and mission of the community support group Friends of Music.

Strategies

- Review and update Friends of Music Constitution and By-laws.
- Maintain an accurate mailing list of donors and contributors.
- List all contributors and donors in the annual spring Scholarship Concert program.

**Texas Tech University
School of Music
Strategic Priorities, Goals, and Benchmarks 2006**

INVEST IN THE PEOPLE OF TEXAS TECH UNIVERSITY

Access and Diversity: Recruit, retain, and graduate a more academically prepared and diverse student body.

Benchmarks	Responsible Party	Target Date
Recruit:		
Enrollment: 80% undergraduate and 20% graduate	SOM	Annually
Increase culturally diverse student enrollment	SOM	FY11
Number of recruiting events	SOM	Annually
Increase funding for recruitment	CVPA and SOM	FY09
Update web site and print materials within new TTU protocols	CVPA and SOM	Annually
Increase scholarship funding at undergraduate and graduate levels	Provost, Graduate School, College, and SOM	FY09
Increase funding level of graduate assistantships	Provost, Graduate School, College, and SOM	FY09
Retain:		
Achieve 85% or better freshmen-to-sophomore retention rate	SOM	Annually
Increase endowed scholarship funds	CVPA and SOM	FY09
Graduation Rates:		
Increase 4- and 5-year graduation rates for undergraduate students	SOM	FY11
Increase number of graduate degrees awarded	CVPA and SOM	FY11

Human Resources and Infrastructure: Increase and use resources to recruit and retain quality faculty and staff and to support an optimal work environment.

Benchmarks	Responsible Party	Target Date
Human Resources:		
3 -4 new tenure-track faculty positions	Provost, CVPA, SOM	FY11
2-3 new unit-level staff positions	Provost, CVPA, SOM	FY09
New faculty 6-year retention rate at 80%	SOM	FY11
New benefits-eligible staff 3-year retention rate at 75%	SOM	FY11
Increase faculty diversity as measured by ethnicity and gender	SOM and CVPA	FY11
Increase staff diversity as measured by ethnicity and gender	SOM and CVPA	FY11
Financial:		
Increase SOM portion of Cultural Activities Fee	Dean and SOM	FY08
Update short- and long-term fundraising goals and plans	SOM and CVPA Development Officer	Annually
Funding available for professional development activities for students, faculty, and staff	SOM	Annually
Facilities:		
Viable and established plans for new Performing Arts Center and renovation of existing performing arts facilities	Dean, Provost, President, School of Music	FY08
Approval to begin capital campaign for construction of PAC and renovation of existing SOM and T&D facilities	Dean, Provost, President, TTU Development Office, SOM	FY08
Amount of capital committed to and raised for PAC and renovations, both internal and external	Dean, Provost, President, TTU Development Office, SOM	Annually to completion
Technology:		
Funding dedicated to technology	Dean and Director, SOM	Annually
Increase technology-based training for faculty, staff, and students	SOM and CVPA Technology Staff, TLTC	FY11
Increase number of technology based courses and events	SOM and CVPA	FY11

ENRICH THE EDUCATIONAL EXPERIENCE

Undergraduate and Graduate Teaching, Learning and Professional Education: Enhance our national recognition as an exemplary School of Music.

Benchmarks	Responsible Party	Target Date
Teaching and Learning:		
Based on program outcomes and assessments, propose new and/or revised curricula	SOM	Annually
Increase number of certificate program offerings	SOM	FY11
Number of programs and participants in artistic endeavors, research, international initiatives, external centers, and institutes in the arts	SOM	Annually
Improve teaching effectiveness score on the <i>Student Evaluation of Course and Instructor</i>	SOM	FY11
Remain above the University average score on the <i>Student Evaluation of Course and Instructor</i>	SOM	FY11
Percent of students passing teacher certification exams	SOM	Annually

Engagement: Provide scholarly outreach opportunities that contribute to students' learning and that benefit our communities, the state, and nation.

Benchmarks	Responsible Party	Target Date
Number of performances, scholarly, and educational outreach opportunities for the general public	SOM	Annually
Increase distance and off-campus credit and noncredit instructional offerings	SOM	FY11
Increase the overall number of service-learning and opportunities	SOM	FY11
Increase the overall student involvement in service-learning courses and opportunities	SOM	FY11
Increase number of students participating in Study Abroad programs	SOM	FY11

ADVANCE SCHOLARLY AND CREATIVE ENDEAVORS

Scholarly and Creative Productivity: Increase scholarly and creative productivity and funding for all areas of inquiry within the School of Music.

Benchmarks	Responsible Party	Target Date
Increase quantity and quality of creative activity, scholarship, and research	SOM	FY11
Increase internal and external funding generated for and by creative activity, scholarship, and research	SOM	FY11

STRENGTHEN PARTNERSHIPS

Partnerships: Build strategic partnerships and alliances for the School of Music.

Benchmarks	Responsible Party	Target Date
Number of collaborative creative, academic, research, and service partnerships	SOM	Annually
Friends of Music meets on a regular basis.	SOM	Annually
Number of student organizations' participation with community organizations and events	SOM	Annually