

**COMPREHENSIVE PLANNING
THE UNIVERSITY OF LOUISIANA AT LAFAYETTE
SCHOOL OF MUSIC (SOM)
A.C. "BUDDY" HIMES, DIRECTOR
STRATEGIC AND TACTICAL PLANS
INITIATED 1995-2000
REVISED 2000-2005
REVISED 2005-2010**

I. Mission Statement

The mission of the School of Music is to provide quality programs in all concentrations offered under the Bachelor of Music, Bachelor of Music Education, and the Master of Music degrees. The SOM seeks this through the development of individual artistic expression while engendering a collaborative spirit and entrepreneurship.

II. Vision Statement

The SOM seeks to be the leader in the University of Louisiana system in all areas of musical endeavor.

III. Commitment of the School of Music (SOM)

The SOM is committed to the following-

- Excellence in research, performance, teaching, and service.
- Innovative use of technology.
- Principles associated with inter- and intra-disciplinary collaboration.
- Principles of entrepreneurship- especially in the Bachelor of Music.
- Supporting "classical" and "traditional" music of the region.
- Fostering diversity and recognizing uniqueness among faculty and students.
- Maintaining NASM accreditation.
- Adopting new programs only after they have been demonstrated to be cost-beneficial.
- Taking community entities into consideration when planning events.
- High academic and performance standards for all students.
- Providing appropriate checkpoints, from audition to graduation, for students so that they are aware of their standings at all times.

IV. Governance

Director, School of Music, Garth Alper

Council of Tenured Faculty, Andrea Loewy, Chair

Assistant to the Director, Garth Alper

Graduate Coordinator, Andrea Loewy

Area Coordinators

Susie Garcia, Keyboard

Daniel Perttu, Theory

Robert Willey, Music Media

Margaret Daniel, Vocal

Paul Morton, Brass

Bob Luckey, Woodwinds

Mike Blaney, Strings

Troy Breaux, Percussion

Committees

STANDARDS COMMITTEE Chair: Margaret Daniel,

Members: 1. Jeff George
2. Chan Kiat Lim

ENDOWMENT/SCHOLARSHIP COMMITTEE Chair: Susie Garcia

Members: 1. Bill Hochkeppel
2. Margaret Daniel
3. Mike Blaney
4. James Haygood

FACULTY POLICY COMMITTEE Chair: Jonathan Kulp

Members: 1. Chan Kiat Lim
2. Mary Reichling
3. Bob Luckey

ENROLLMENT MANAGEMENT COMMITTEE Chair: Bob Luckey

Members: 1. Yuling Huang
2. Paul Morton

PUBLIC RELATIONS, IMAGE PROMOTION, MARKETING Chair: Mike Blaney

Members: 1. Jeff George
2. Quincy Hilliard
3. Robert Willey

VISITING GROUPS Chair: William Hochkeppel

Members: 1. James Haygood
2. Brian Taylor
3. Troy Breaux

ALUMNI AND FRIENDS OF MUSIC Chair: Shawn Roy

Members: 1. Sue Lein

ADJUNCT ISSUES Chair: Mike Blaney

Members: 1. Susie Garcia

DIRECTOR'S STUDENT ADVISORY COUNCIL Chair: Garth Alper

V. Strengths, Weaknesses, Opportunities, and Threats (SWOTS)-

A. Strengths-

1. The addition of a concentration in music education within the master of music degree has given a positive new dimension to the graduate program.

2. Key personnel within the School of Music are strongly involved in the artistic, business, and social communities off-campus. This provides a strong infrastructure for advocacy. The result is that there is tremendous support external of the University. The Friends of Music, an entirely independent support organization, and other individuals raise or contribute significant sums of monies on behalf of the School of Music each year. The Friends are responsible for several fund-raising events each year that have yielded non-university sponsored scholarships, assistance to graduate students, and performance competitions.

3. The cultural diversity of the School of Music's faculty and students is considered to be a strength. Countries represented on the faculty during the course of the Strategic Plan have included the US, Malaysia, and China. Countries represented by students have included Japan, Greece, Bosnia, Italy, Australia, Venezuela, Puerto Rico, and Canada.

4. The School of Music has grown in enrollment from 136 majors in 1995 to 186 majors in 2007.

5. The School of Music has highly dedicated faculty members who are willing to sacrifice personal time if necessary in order to meet deadlines. The faculty possess tremendous expertise in artistic endeavor, including international performance, and have likewise established an impressive record of success in obtaining LEQSF/BORSF grants.

6. Unique and distinctive features such as outstanding programs in guitar, world percussion, and music media are considered to be a strength. The University of Louisiana at Lafayette is the only state university in Louisiana to offer music media.

7. The performing groups, which are responsible in many ways for the image of the School of Music, are all strong. In addition, high profile performances such as the annual percussion ensemble concerts, Broadway musicals, opera, symphony, and orchestra performances bring notoriety, media attention, and recruiting strength to the School of Music. The chorus's performances at Carnegie Hall, wind ensemble's trips to France and Mexico, marching band's performance at Macy's Thanksgiving Day Parade, and the jazz ensemble's performances in Belgium are examples of the national and international exposure received by the School of Music's performing groups.

8. The School of Music enjoys the benefits of ten endowed professorships.

9. The student population of the School of Music is broad-based. While housed administratively within the College of the Arts, School of Music students also represent significant enrollments within the College of Education and the Graduate School.

10. Facilities have made marked improvement in recent years. Examples include a new percussion wing, two SMART classrooms, and a new computer classroom.

Further, Angelle Hall has a high quality sound system and projection equipment, acoustical shell, orchestra pit cover, a completely re-wired electrical and lighting system, completely new rigging system, two piano laboratories, and two matching Steinway concert grand pianos.

B. Weaknesses-

1. In terms of faculty, the School of Music lacks specialized instruction by full-time faculty in the areas of oboe, clarinet, viola, cello, string bass, electric bass, trombone, tuba, and euphonium. Further, for vocal categories, mezzo-soprano and tenor classifications are not represented. Finally, one full-time collaborative pianist (staff accompanist) barely served the needs of a department with an enrollment of 130; yet, today with over 180 enrolled, there is still only one collaborative pianist's position.

2. While certain ensembles have budgets for scholarships, other ensembles have no scholarship budgets. The SOM in general does have scholarships generated for endowment principal, yet there is no budget for general SOM scholarships. While purchase and repair of equipment can be affected by formulating a special request, rationale, and justification, there is no specific budget for this. There is no specific budget for purchase of instruments or for recruiting.

C. Opportunities-

1. Plans for construction of a recital hall and recording studio would greatly enhance the academic program of the SOM and lead the way to the next level for the department.

2. The School of Music hosts many visiting groups from off-campus (such as district band festival and choral festivals, senior high and middle school honor bands and choirs, Louisiana Music Teachers' Association (LMTA), Showcase of Marching Bands, String Day, Trumpet Day, Jazz Week, master-classes, and clinics). These events create tremendous recruiting opportunities in that thousands of students, parents, and music educators visit Angelle Hall or Cajun Field each year.

3. With auditions now in place and enrollment being consistently in excess of 180 majors, there is an opportunity to focus on quality of students in order to enhance the SOM's rate of graduation and its reputation in the state and region. Communication with potential students, parents, and Junior Division must be enhanced, and procedures must be codified.

4. The School of Music has the opportunity to benefit greatly from its association with the Acadiana Symphony Orchestra, Conservatory, Youth Orchestra, and Wind Ensemble. Any investment of time and effort in developing strength in this relationship benefits the School of Music.

5. Angelle Hall is an important "window" through which all manner of community persons form their impressions of the University. With the placement of the recital hall and the recording studio on capital outlay, there is an opportunity to improve the appearance and bring all of Angelle Hall up to modern codes, thereby enhancing the public's image of the University.

6. Recent designation of the Choral Room as a "SMART" room presents an opportunity for continued upgrading.

7. The current strategic planning term is ideal for planning for the new recording studio. Issues to be considered include providing for a full-time professional (whether through rental fees or as a full-time faculty member) and ensuring the highest standards of quality for recordings.

8. Recent growth of the graduate program has created a rationale for increasing the numbers of assistantships.

9. The creation of the music education concentration of the MM degree creates the opportunity for increased recruitment through aggressive advertising, especially to UL Lafayette grads. Recruiting may be enhanced by marketing the concentration to in-service music teachers through non-traditional scheduling and on-line courses.

10. There is an opportunity for the SOM to receive exposure through the College of the Arts (COA) newsletter, and through broadcasts of SOM recordings on KRVS.

11. There is an opportunity to improve visibility by designing a web page for every area or concentration.

12. As the number of SOM performances increases (until such time as a recital hall is actually constructed), there is an opportunity to relieve the competition for performance time in Angelle Hall auditorium by looking at alternate venues such as Fatima Catholic church, Hilliard art museum, or Parc Internationale.

D. Threats and Competition-

1. While the new percussion wing helps alleviate the dearth of space, it is not clear when the recording studio or recital hall (identified as a need in the 1998 NASM reaccreditation visit) may be constructed.

2. In terms of staff personnel, there is no provision for a coordinator for the Resource Center and Computer Classroom. Security, maintenance, and usage of over \$100,000 worth of computers, audio equipment, MIDI equipment, CD recordings, musical scores, video and related equipment must be entrusted to the supervision of graduate students.

3. The SOM does not have full-time faculty expertise in the applied areas for all orchestral instruments including oboe, viola, cello, string bass, trombone, and clarinet.

VI. Strategies and long-range issues for the School of Music.

A. Enrollment- It is the goal of the School of Music to:

1. Quality- Admit no (undergraduate) student who has not passed an entrance audition and theory placement exam.
2. Pursue a balanced instrumentation for studios and ensembles.
3. Maintain a rate of graduation of 75 undergraduate students per five years.

B. Extramural resources- It is the goal of the School of Music to:

1. Provide a minimum of \$5,000 annually from the Friends of Music.
2. Pursue LEQSF/BORSF Grants every time music education or arts (music) is eligible.
3. Submit STEP grants each January and each July.
4. Submit grants to the DOA and AAC when there is a project that qualifies.

C. Faculty- It is the goal of the School of Music to:

1. Seek diversity on the faculty when positions become open.
2. Provide qualified instruction on every orchestral instrument, piano, and voice.
3. Promote excellence in research, performance, scholarship, teaching, and collegiality.

D. Graduate program- It is the goal of the School of Music to:

1. Quantity- Maintain a rate of graduation of 25 graduate students per five years.
2. Quality- Admit no (graduate) student who has not passed an entrance audition/interview. Graduate no student who has not completed a final project.
3. Pursue diversity and in-service professionals for the student body.

E. Technology- It is the goal of the School of Music to:

1. Maintain status as a leader in Louisiana in the disciplines of music technology and music media.
2. Remain current with technology both in terms of faculty expertise and modern, current equipment.
3. Integrate this technology into every aspect of the School of Music's programs including teaching, research, and performance.

F. Performance- It is the goal of the School of Music to:

Provide students with ensemble, recital, and performance competition experiences that are highly motivational and aspire to the highest artistic ideals.

G. Interdisciplinary collaboration- It is the goal of the School of Music to develop relationships among the various disciplines allied or related to music.

H. Continuous improvement- It is the goal of each aspect of the School of Music (curriculum, personnel, etc.) at all times to be involved in a cycle of progress:

1. Planning
2. Assessment
2. Analysis
3. Re-design
4. Implementation

VII. TACTICAL OBJECTIVES TO ACHIEVE STRATEGIC PLAN
2005 - 2006

FROM STRATEGIC PLAN	TACTICAL OBJECTIVES	RESPONSIBILITY CHARGE
<p>A. Enrollment- It is the goal of the School of Music to:</p>	<p>Devise Step-By-Step instructions for freshmen and have on web-site.</p>	<p>Drs. Himes, Willey</p>
<p>1. Quantity- Maintain a faculty-student ratio of approximately 10:1. With the current faculty this is an enrollment of approximately 210.</p>	<p>Begin offering music fundamentals in summer.</p>	<p>Dr. Lim</p>
<p>2. Quality- Admit no (undergraduate) student who has not passed an entrance audition and theory placement exam.</p>	<p>Conduct faculty workshop on meeting needs of students.</p>	<p>Himes</p>
<p>3. Pursue a balanced instrumentation for studios and ensembles.</p>	<p>Continue catalog changes for ensembles.</p>	<p>Himes</p>
<p>4. Maintain a rate of graduation of 75 undergraduate students per five years.</p>		
<p>B. Extramural resources- It is the goal of the School of Music to:</p>	<p>Continue relationships with ASO, Chorale, etc.</p>	<p>Alumni and Friends committee</p>
<p>1. Provide a minimum of \$5,000 annually from the Friends of Music.</p>	<p>Fall fundraising event. Spring thank-you party.</p>	
<p>2. Pursue LEQSF/BORSF Grants every time music education or arts (music) is eligible.</p>	<p>LEQSF Grants for (1) costumes, (2) mixing board, (3) Percusion technology</p>	<p>Drs. Himes, Alper, Mr. Prosperie</p>
<p>3. Submit STEP grants each January and each July.</p>		
<p>4. Submit grants to the DOA and AAC when there is a project that qualifies.</p>		
<p>C. Faculty- It is the goal of the School of Music to:</p>	<p>Must include Cl, Trom, or Str. Bass w/ next non-applied specific vacancy.</p>	
<p>1. Seek diversity on the faculty when positions become open.</p>	<p>Build a faculty position into the LEQSF technology grant.</p>	<p>Dr. Himes</p>
<p>2. Provide qualified instruction on every instrument, and voice.</p>	<p>Conduct peer review. Go over results with individual faculty.</p>	<p>Drs. Himes, Loewy</p>
<p>3. Promote excellence in research, performance, scholarship, teaching, and collegiality.</p>		

D. Graduate program- It is the goal of the School of Music to:

1. Quantity- Maintain a rate of graduation of 25 graduate students per five years.

2. Quality- Admit no (graduate) student who has not passed an entrance audition/interview.

Graduate no student who has not completed a final project.

3. Pursue diversity and in-service professionals for the student body.

"Scrub" graduate catalog, remove obsolete courses.

Provide \$1,300 for a graduate student from FOM.

Include an extra graduate assistantship in LEQSF computer classroom grant

Drs. Himes,
Loewy

Drs. Himes,
Loewy

Dr. Himes

E. Technology- It is the goal of the School of Music to:

1. Maintain status as a leader in Louisiana in the disciplines of music technology and music media.

2. Remain current with technology both in terms of faculty expertise and modern, current equipment.

3. Integrate this technology into every aspect of the School of Music's programs including teaching, research, and performance.

STEP Grants for computer equipment.

LEQSF Grants for mixing board, percussion technology

Mrs. Smith and others

Drs. Alper,
Loewy

F. Performance- It is the goal of the School of Music to:

Provide students with ensemble, recital, and performance competition experiences that are highly motivational and aspire to the highest artistic ideals.

Provide FOM competitions in guitar, voice, piano, and orchestra.

Send marching band to Macy's, jazz band to Belgium

Drs. George,
Garcia, Mr. Blaney,
Mrs. Daniel

Mr. Taylor, Dr.
Luckey

G. Interdisciplinary collaboration- It is the goal of the School of Music to develop relationships among the various disciplines allied or related to music.

Collaborate with PFAR on period costumes grant. Magic Flute with ASO, PFAR,

Dr. Himes. Mr.
Roy (and
Vanderpool)

H. Continuous improvement-

It is the goal of each aspect of the School of Music (curriculum, personnel, etc.) at all times to be involved in a cycle of progress:

1. Planning
2. Assessment
2. Analysis
3. Re-design
4. Implementation

Complete revision of Strategic Plan.
Begin process of organizing NASM Self-Study for 2008.

Dr. Himes

Dr. Himes