

DEPARTMENT OF MUSIC

Mission

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

Vision

The Oklahoma State University Department of Music dedicates itself to leadership in music education, performance, creativity, research, technology, and general education.

The Department of Music will also:

- Be recognized as a premier university music program, attracting and retaining 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;
- Be professionally engaged at the local, regional, state, national and international levels to benefit the educational experiences of students, faculty and staff; and
- Provide cultural enrichment and an understanding of the arts.

Core Values

Excellence - We seek excellence in all our endeavors, and we are committed to continuous improvement.

Intellectual Freedom - We believe in ethical and scholarly questioning in an environment that respects the rights of all to freely pursue knowledge.

Integrity - We are committed to the principles of truth and honest, and we will be equitable, ethical, and professional.

Service - We believe that serving others is a noble and worthy endeavor.

Diversity - We respect others and value diversity of opinion, freedom of expression, and other ethnic and cultural backgrounds.

Stewardship of Resources - We are dedicated to the efficient and effective use of resources. We accept the responsibility of the public's trust and are accountable for our actions.

Goals, Critical Success Factors, Objectives, and Strategies

Goal 1: Recruit, retain, and graduate a larger, more academically and artistically prepared, and diverse student body.

Critical Success Factors:

- Department of Music will effectively assess the potential for success of incoming students
- Increase the number and quality of students in the undergraduate and graduate programs
- Increase diversity of the student body
- Increase available funds and funding sources for scholarships and assistantships
- Secure more full-time faculty positions
- Retain quality faculty and staff

Objectives:

Objective 1.1: Compete for the best and brightest undergraduate and graduate students.

Strategies:

- Faculty will identify and maintain a database of potential outstanding undergraduate students through All State lists, OMTA, festival ensembles, competitions, recruiting visits, and state music festivals.
- Faculty will network with colleagues in other major music schools to identify and maintain a database of potential outstanding graduate students.
- A faculty committee will assess the effectiveness of the departmental recruiting and admission process and will, whenever necessary, recommend changes to the faculty.
- A faculty committee will develop a marketing and recruiting plan for the Department of Music.
- Seek funding for advertisements in national music journals, for more effective brochures, and for an effective presence on the internet.

Objective 1.2: Improve retention and graduation rates.

Strategies:

- Studio teachers shall review the progress of music majors in all their coursework and actively encourage the students to master course material.
- The Advisory Committee, in coordination with the three department advisors, will establish a method by which student progress will be monitored toward timely degree completion at both the undergraduate and graduate levels. This process will include revising and updating student records forms, determining appropriate graduation timetables, and evaluating retention rates.

Objective 1.3: Establish more scholarships and assistantships.

Strategies:

- The Department Head will work with appropriate campus agencies to increase scholarship support from the Wentz Foundation and other University sources.
- The Department Head will investigate implementing additional administrative load release time for another music department faculty member in order to increase available time and attention to fund raising for the department of music.
- The Department Head will endeavor to secure funding for more graduate assistantships.
- The Department Head will endeavor to secure additional funds to increase the graduate assistant stipend to levels commensurate with peer institutions.
- The Department Head will work with OSU Development Officers and Dean's initiatives to develop new scholarship endowments in music.

Objective 1.4: Diversify the Department of Music student body.

Strategies:

- The Area Coordinators will review our recruitment plan and will make recommendations to the Department Head to diversify our major and non-major student population beyond current levels.
- The faculty will establish or enhance connections with schools in the state and region to attract underrepresented group students to activities sponsored by the Department of Music (Music Camp, recitals, rehearsals, concerts, etc.).
- The Department Head will identify resources to recruit and retain students from underrepresented groups.
- Faculty will engage in dialogue with underrepresented group schools in the state and elsewhere to open lines of communication to the Department of Music.

Objective 1.5: Increase visibility through touring of large and small ensembles.

Strategies:

- The Department Head will continue to identify funds for ensemble travel for the purpose of recruiting and increased program visibility.
- Faculty and students will participate in performance efforts and activities to develop additional funding for ensemble travel.

Objective 1.6: Increase visibility through touring of faculty artists.

Strategies:

- The Department Head will continue to identify funds for touring of faculty artists for the purpose of recruiting and increased program visibility.
- Faculty and students will participate in performance efforts and activities to develop additional funding for faculty artist touring.

Objective 1.7: Secure funding for recording projects that highlight faculty artists and student ensembles.

Strategies:

- The Department Head will continue to identify funds for recording projects.
- The Advisory Committee will seek new ideas for generating funds for departmental recording projects.

Goal 2: Maintain a quality work force and environment.

Critical Success Factors:

- Construct new and renovate existing space for faculty, staff, and students.
- Increase faculty and staff salaries to be comparable to music units in peer institutions.
- Develop new faculty lines to support program growth.
- Establish University and College support for expanding faculty travel, professional activities, and student recruitment.

Objectives:

Objective 2.1: Build additional classrooms, studio and office spaces designed for music instruction including ensemble rehearsal spaces, a multimedia lab and library, concert hall, recital hall, and student practice rooms.

Strategies:

- The Department Head will continue to promote initiatives calling for the building of additional classroom and studio space for music instruction.
- The Department Head will work closely with Foundation development officers to foster and promote relationships with individuals who have the capacity to support our building expansion proposals.
- The Advisory Committee, in conjunction with the Department Head, will assess the feasibility of manipulating the current space available for more effective use.

Objective 2.2: Alleviate salary compression by increasing salaries of current tenured/tenure-track faculty.

Strategies:

- Using HEADS, peer institutions, Big 12 conference data, and other available data, the Department Head, in conjunction with the Advisory Committee, will conduct a comparative analysis of faculty and staff salaries in order to clearly identify what would be competitive salaries and compensation packages at all ranks and levels.

Objective 2.3: Offer competitive starting salaries to attract excellent faculty and staff.

Strategies:

- The Department Head will work with the Dean's Office to set starting salaries at appropriate levels to attract excellent faculty and staff to open positions.

Objective 2.4: Increase number of full-time, tenure-track studio faculty lines to provide instruction for all standard instruments.

Strategies:

- The Department Head will continue to promote the proposals calling for increased faculty studio lines, as well as the building of appropriate facilities required to house them.

Objective 2.5: Establish permanent funding to assist faculty with travel, professional activities, and student recruitment.

Strategies:

- The Advisory Committee, in conjunction with the Department Head and the OSU Foundation, will determine the feasibility of engaging in a fund raising initiative designed to establish an endowment that will support faculty travel to professional activities and student recruitment.

Goal 3: Enhance our national recognition as an exemplary Department of Music

Critical Success Factors:

- Develop new curricula and special programs that will distinguish the Department of Music from peer institutions.
- Promote artistic achievements of OSU music graduates working professionally in the field, and develop a music career guidance and planning program within the Department.
- Recruit, hire and retain faculty members of the highest caliber.
- Increase support for research and/or creative activity, including the development of permanent funding for faculty travel assistance.
- Plan for new or renovated facilities and the purchase of additional instruments to handle program growth.
- Increase publicity for the Department on the national level, including advertisement in national music journals.

Objectives:

Objective 3.1: Strengthen the undergraduate and graduate programs.

Strategies:

- A faculty committee and the entire faculty will assess the effectiveness and relevance of the undergraduate curricula and, wherever necessary, implement new or revised programs of study and recommend appropriate corresponding staffing requirements.
- The Graduate Committee and the Department Head will assess the effectiveness and relevance of the graduate curricula and, wherever necessary, recommend new or revised programs of study and corresponding staffing requirements.
- The faculty will encourage students to apply for acceptance to prominent music festivals, competitions and other programs. The Department head will seek new funding opportunities for students wishing to participate in such activities.
- The Department will determine appropriate ways to recognize publicly the significant activities and accomplishments of students.
- The faculty will continue to incorporate visiting artist master classes, lectures and performances into Department of Music classes and the performance calendar.
- The Advisory Committee will determine effective ways to publicize and highlight the value of guest artist series, special events, and festivals that occur within the Department each year.

Objective 3.2: Consider international education and study-abroad opportunities.

Strategies:

- The Department Head will develop a plan for involvement by the Department of Music in various travel programs, such as those sponsored by the Bailey Scholarship program and the School of International Studies.
- The faculty will encourage students to apply for acceptance to music festivals, competitions and other programs outside the United States. The Department Head will seek new funding opportunities for students wishing to participate in such activities.

Objective 3.3: Recruit and hire nationally recognized faculty at ranks of Assistant Professor through Professor, while retaining the high-quality faculty members we currently employ.

Strategies:

- The Department Head will appeal to College and University administrators to increase significantly the starting salaries of new faculty hires, and to address the important issue of salary compression on behalf of current employees.
- The Department Head will assist eligible faculty members who wish to apply for sabbatical leaves for the purpose of professional development.
- The Department Head will encourage the submission of proposals for funding from ASR summer grants, DIG grants, various College and University travel grant programs, and the OSU Friends of Music organization.
- The Department Head will encourage the submission of proposals for external funding from such sources as the Fulbright Scholar programs, the National Endowment for the Arts, and the National Endowment for the Humanities.
- The Department Head will identify additional resources for faculty professional development.
- The Department Head will identify additional resources for costs associated with trips faculty members take for the purpose of recruiting prospective students.
- The Department Head will collaborate with music faculty to attract nationally and internationally recognized visiting faculty for residencies at OSU (utilizing Norris Grants or other funding sources), thereby enriching the cultural life of OSU and the Stillwater community.

Goal 4: Maximize the use of technology.

Critical Success Factors:

- Offer portions of course delivery through information technology.
- Provide a majority of recruiting and admissions materials on-line.
- Utilize a uniform and integrated technology system.
- Maintain a quality web site for the Department.
- Technologically enable all classrooms and labs.
- Increase availability of technology for students.

Objectives:

Objective 4.1: Increase student, faculty and staff access to information technology.

Strategies:

- The Technology Committee will be reinstated and, in consultation with the Department Head, will develop a plan to improve the technological knowledge of faculty and staff.
- Increase the number of journals available online and increase faculty and student awareness of this resource.
- The Advisory Committee, in conjunction with the Technology Committee and interested faculty representatives, will ensure that the Department of Music will maintain an exemplary web site.

Objective 4.2: Integrate the use of technology in the teaching and learning processes of the Department.

Strategies:

- The Department Head will ensure that the Department of Music has continuing representation in the College's developing technology initiatives.
- The Technology Committee will survey the current state of technology in the Department of Music.
- Classrooms 123, 107, 126 and 118 will be outfitted with new recording/playback equipment suitable for instructional use.
- Continue to familiarize students with the latest musical software and hardware.
- Increase faculty use of "Blackboard" and the internet for the sharing of recordings and class materials.
- The Advisory Committee, along with the Technology Committee and interested faculty, will explore which Department of Music courses can be offered electronically.

Objective 4.3: Increase the use of technology in research and creative activities.

Strategies:

- The Department Head will ensure that computers in the multimedia lab remain on the University's planned replacement rotation.
- The Department Head will continue to seek ways to offer the new approved technology courses that are currently lacking an instructor.
- The Department Head will ensure that computers in faculty offices remain on the University's planned replacement rotation.

Goal 5: Build strategic academic and professional alliances for the Department of Music.

Critical Success Factors:

- Establish formal partnerships that will enhance the educational experience in the Department of Music.
- Ensure that the work of the Department impacts the broadest possible demographic, both on and off campus.

Objectives:

Objective 5.1: Develop/maintain/increase strong ties between the Department and Oklahoma music educators/organizations.

Strategies:

- Area Coordinators, in conjunction with the Department Head, will assess our long standing.
- relationship with OMEA, OSSAA, OCDA, SAMTA, ASTA, OMTA, and recommend any appropriate adjustments to the faculty.
- The Department will continue to host/sponsor events, conferences and activities related to public school education.
- The music education faculty will, in cooperation with licensed public school teachers, create broad-based experiences within the public schools to enhance our students' preparation as professionals.

Objective 5.2: Develop/maintain/increase partnerships between the Department and governmental/private funding sources.

Strategies:

- The Department Head will encourage and promote faculty applications for grants and awards from agencies such as the Stillwater Arts & Humanities Council, the State Arts Council, and other private funding sources.
- Music faculty will participate in the Da Vinci Institute initiatives as they relate to the advancement of public school education.
- The Department Head will identify public and private funding agencies and inform the faculty in a timely fashion.
- The Department Head will communicate faculty funding opportunities as they are made known from the College/University.

Objective 5.3: Develop/maintain/increase partnership and cooperation between the Department and other University disciplines.

Strategies:

- The Department will continue to partner with other areas within the University (Art, Theatre, Athletics, Alumni Association, and the Professional Education Council.)
- Music faculty will collaborate with the Theatre Department to produce musical productions.
- Faculty will assess the possibility of additional collaborations during summer and inter-sessions.

Objective 5.4: Develop partnerships with other academic institutions, both nationally and internationally.

Strategies:

- The music faculty will pursue performance exchanges with other universities.
- The Department Head will encourage faculty to participate in the Big 12 Fellowship program.
- The Department Head will ensure our continuing participation in the Big 12 Music Administrators Association, NASM, OMEA, OMTA, and OAMS.

Objective 5.5: Develop and nurture partnerships with alumni.

Strategies:

- Music Department Office staff will maintain a database of alumni and contributors.
- The Department Head will encourage departmental collaboration with the Dean of the College to promote friend raising and the maintaining of alumni ties. This will be accomplished through carefully planned reception events in various locations around the state and in the region.
- The Department Head will host an alumni and friends reception at the annual OMEA conference each January.
- The Band area will host alumni and prospective students at major athletic events such as football and basketball games.

Goal 6: Build connections at local and statewide levels for the purpose of promoting cultural awareness and artistic understanding.

Critical Success Factors:

- Develop a tracking system for state and local cultural events in conjunction with arts organizations and professional associations.
- Maintain the student-centered learning environment that characterizes the Department of Music.
- Provide outreach to the campus, community, and state through concerts, recitals, and other performances.
- Participate actively in statewide arts and education organizations.

Objectives:

Objective 6.1: Nurture a student-centered learning community.

Strategies:

- The Advisory Committee will assess the connections between the Department of Music, the Music Student Advisory Committee and other student organizations. The Committee will meet with leaders of these organizations once per semester.
- The Music Department will promote current student and alumni achievements in an alumni newsletter in order to foster good alumni communication.
- The Department of Music will establish and strengthen performance outreach opportunities for students.

Objective 6.2: Continue to develop relations between the community and the Department of Music.

Strategies:

- Faculty will continue to explore and promote additional opportunities for outreach to the community (e.g., Stillwater Community Band, Stillwater Chamber Singers, Town and Gown productions, Boys and Girls Choirs, run-out concerts, etc.)
- The Advisory Committee and Area Coordinators will continue to assist in the planning of marketing and promotion of the many activities and events of the Department of Music.

Objective 6.3: Advertise and promote fine arts and cultural opportunities provided by the Department of Music at the campus, local and state/regional levels.

Strategies:

- The Music Department will seek to create a part-time Public Relations/Promotion staff member.

- For on-campus promotion, the Music Department will advertise concerts/recitals and events in the Mortar Board, various campus calendars, on the departmental web page, on the telephone answering service, and with posters designed for the specific event.
- For local promotion, the Music Department will advertise concerts/recitals and events in the O'Collegian, in the Stillwater News Press, and on KOSU.
- To reach the state and regional areas, the Music Department will advertise notable concerts/recitals and events in statewide media (e.g. Tulsa World, Daily Oklahoman, OMEA journal, KOSU, KCSC, KWGS, etc.)