

The background features several layers of green curved lines. The top two layers are solid light green. Below them are several layers of darker green, some containing white dotted patterns and others with white dashed lines. At the bottom, there is a solid dark green semi-circle.

# College of Music Strategic Plan

2014-2018

A green light to greatness.®

COLLEGE OF  
MUSIC

 **UNT**

# 2014 – 2015 College of Music Faculty

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## **ADMINISTRATION**

James C. Scott, Dean  
Warren Henry, AD, Academic Affairs  
Jon Christopher Nelson, AD, Operations  
Raymond Rowell, Scholarships and  
External Affairs  
John C. Scott, AD, Admissions  
Benjamin Brand, Director of Graduate  
Studies  
Jaymee Haefner, Director of  
Undergraduate Studies

## **COMPOSITION STUDIES**

Joseph Klein, chair  
Kirsten Broberg  
Panayiotis Kokoras  
Andrew May  
Elizabeth McNutt  
Jon Christopher Nelson  
David Stout

## **CONDUCTING & ENSEMBLES**

Richard Sparks, chair  
Jerry McCoy  
Paul Leenhouts  
Stephen Dubberly  
Paula Homer  
Clay Couturiaux  
David Itkin  
Eugene M. Corporon  
Dennis W. Fisher  
Nicholas E. Williams

## **MUSIC HISTORY, THEORY and ETHNOMUSICOLOGY**

Frank Heidlberger, chair  
Daniel Arthurs  
David Schwarz  
Benjamin Brand  
Gene Cho  
Diego Cubero  
Paul Dworak  
Steven Friedson  
Bernardo Illari  
Samantha Inman  
Timothy Jackson  
Justin Lavacek  
Peter Mondelli  
Margaret Notley  
Robert Pearson  
Catherine Ragland  
Hendrik Schulze  
Stephen Slottow  
Thomas Sovík

## **INSTRUMENTAL STUDIES**

John Holt, chair  
Eric Nestler, associate chair

## **Center for Music and Medicine**

Kris Chesky

## **Strings**

Jeffrey Bradetich  
Julia Bushkova  
Susan Dubois  
Daphne Gerling  
Jaymee Haefner  
Thomas Johnson  
Philip Lewis  
Felix Olschofka  
Eugene Osadchy  
Cynthia Roberts  
Nikola Ružević

## **Woodwinds**

Daryl Coad  
Mary Karen Clardy  
Kimberly Cole Lueveno  
Deborah Fabian  
Elizabeth McNutt  
Eric Nestler  
Kathleen Reynolds  
James Ryon  
James Scott  
John Scott  
Terri Sundberg

## **Brass**

Tony Baker  
Brian Bowman  
Adam Gordon  
John Holt  
Jan Kagarice  
Vern Kagarice  
Donald Little  
William Scharnberg  
Allen Vizzutti

## **Percussion**

Gideon Foli Alorwoyie  
José Aponte  
Christopher Deane  
Mark Ford  
Paul Rennick

## **MUSIC EDUCATION**

Debbie Rohwer, chair  
Donna Emmanuel  
Warren Henry  
Alan McClung  
Sean Powell  
Darhyl Ramsey  
Rebecca Roesler  
Donald Taylor

## **JAZZ STUDIES**

John Murphy, chair  
Jennifer Barnes  
Rodney Booth  
Richard DeRosa  
Rosana Eckert  
Frederick Hamilton  
Stefan Karlsson  
Brad Leali  
Jay Saunders  
Lynn Seaton  
Ed Soph  
Michael Steinel

## **KEYBOARD STUDIES**

Steven Harlos, chair (Piano)

## **Piano**

Joseph Banowetz  
Bradley Beckman  
Steven Harlos  
Heejung Kang  
Berthe Odnoposoff  
Pamela Mia Paul  
Gustavo Romero  
Vladimir Viardo  
Adam Wodnicki

## **Fortepiano/Harpsichord**

Petra Somlai

## **Organ**

Jesse Eschbach

## **VOCAL STUDIES**

Stephen Austin, chair  
Richard Croft (on leave in FY15)  
Molly Fillmore  
William Joyner  
Jennifer Lane  
Stephen Morscheck  
Elvia Puccinelli  
Jeffrey Snider  
Carol Wilson

## 2014 – 2015 College of Music Staff

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Cyriel Aerts  
Michelle Aponte  
Jordan Batson  
Ben Bigby  
Sarah Bruguiera  
Heather Coffin  
Colleen Conlon  
Justin Cooper  
Laura Ford  
Rebeca Galindo  
Brad Haefner  
Megan Heber  
Alyssa Hedenstrom  
Becky Hughes  
Michelle Hurt  
Beth Jackson  
Katy Kinard  
Becky King  
Tim King  
Scott Krejci  
Erin Lancaster  
Mary Law

Blair Liikala  
Ann MacMillan  
Joel MacMillan  
Craig Marshall  
Ana Martinez  
Derek Miller  
Alejandro Miranda  
Vickie Napier  
Jessie Niu  
Anne Oncken  
Carol Pollard  
Raymond Rowell  
Kelly Santa Maria  
Judy Schietroma  
Linda Strube  
Lucy Warren  
Joel Wiley  
Sebastian Zaberca

## **College of Music History**

Music has been a prominent part of the curriculum and campus life since the University was founded in 1890. Beginning in 1938, the College of Music saw dramatic growth and sustained success. Under Dean Wilfred Bain (1938-47) enrollment grew from 25 to 400, key faculty were hired, the first jazz degree was proposed, and the Department of Music became a School of Music. Under Dean Walter Hodgson (1947-58), the BM in Jazz Studies and the Ph.D. in Musicology were established; also during his tenure, UNT was desegregated (1954). Under Dean Kenneth Cuthbert (1958-74) a sizable music building, the old part of today's edifice, was completed and the Doctor of Musical Arts degree was created. Under Dean Marceau Myers (1974-87) the present music complex was built, enrollment topped 1,500 students, and the school's ensembles received wide acclaim throughout the state and country.

With the arrival of Robert Blocker as dean (1988 – 91), a new era began. The school instituted a decentralized organizational model, based on the creation of eight divisions. In light of the pressing need for scholarships, building an endowment became a priority. Additionally, a new performance facility became a high priority, and in 1999 the Murchison Performing Arts Center was opened under the leadership of Dean David Shrader (1992 – 99).

Today the College of Music continues to build on its role as a national and international leader in the arts and education. During Dean James Scott's tenure (2001 – Present), our endowments and scholarships have grown, the faculty has increased in number and international prominence, our programs have been strengthened, international connections have increased, chair positions have been professionalized, a new interdisciplinary research cluster has been created, and our facilities have improved in ways large and small. As we look to the future, it is essential that the College of Music remain focused on its mission and vision while continuing its tradition of leadership in the arts and education.

## **Mission**

To provide a dynamic, diverse, and comprehensive learning environment for both future professionals and the broader university community in which each student's fullest musical potential may be achieved

To promote the highest standards of excellence and to generate the most significant professional impact in all areas of scholarly and artistic activity

To cultivate new music, interdisciplinary collaborations, and new approaches to scholarship, performance, and education

To affirm the fundamental value of music in educational settings and in society at large, going beyond advocacy to enhance the musical life of the broader community, from local to international

## **Vision**

The College of Music will have an enhanced reputation nationally and internationally, based on recognition of the comprehensiveness, diversity, and quality of the full span of its programs. Students and faculty will develop, have access to, and engage in the latest technological and pedagogical innovations in the field of music in an environment that retains and strengthens the values of musical artistry and humanistic scholarship.

We will find new ways to engage with and transform the musical and intellectual life of the broader community through our performances and other activities. We will foster an educational environment characterized by a diverse student and faculty profile, and by musical and academic experiences that resonate with a broad spectrum of historical, cultural, and stylistic perspectives. Our students, faculty, and staff will work in an environment known for its attention to the preservation of professional health.

## **Core Values**

The College of Music values artistic excellence in all of its activities and at every stage of students' development. Specifically, we recognize these core values:

- ***Students and Learning:*** The artistic and intellectual development of each student is nurtured by collaboration with the faculty. This is reflected in the central role of: a) individual instruction, b) performing ensembles, c) academic classes, d) individually supervised research, and e) internships and contextual learning. The effect of our instruction lasts far beyond the student years. Consequently, our responsibility is to instill in our future composers, educators, scholars, and performers a respect for their role as arts advocates in society. Further, we value music's role in *all* UNT students' lives, as evidenced by our commitment to provide opportunities and experiences for non-music major students that will enhance the human aesthetic experience.
- ***Diversity:*** The value of a diverse student body and faculty is essential for a culture in which multiple musical traditions are studied. Cultural, social and intellectual diversity is an acknowledged part of our students' education. The College of Music recognizes study abroad opportunities and the visits of internationally acclaimed artists/scholars as vital components of our curriculum. We believe that diversity can be broadened by extending and enhancing financial aid, classroom distance learning, community outreach, and satellite courses that reach state, national and international populations.
- ***Scholarship, Research and Creative Activity:*** The College of Music affirms the value of breadth and variety in artistic activity, innovation, and research. Scholarship is pursued in multiple ways including creative projects in musical composition and performance, innovative approaches to research in music education, history, and theory, all of which are considered to be of equal value. Preservation of great works of music, the performance of them, and the understanding of them in new contexts is also part of this work.
- ***Community Engagement:*** An essential value of the College of Music is to create a sense of community. This value is affirmed by sponsoring approximately 1000 performances per year, drawing thousands of audience members to performances, lectures, and other public events. Further affirmation is evidenced by several musical outreach programs that serve multiple populations in and around the Metroplex. Such programs include: Dallas Symphony Orchestra Performance Prelude Lectures, Early Childhood Music Program, String Project, New Horizons Senior Bands, and the Owsley Project for underprivileged children.
- ***Integrity and Stewardship:*** The College of Music bases all of its processes and policies on the same commitment to responsibility and integrity that defines its artistic pursuits. It acknowledges its accountability for the resources entrusted to it in terms of effective and purposeful stewardship and of protecting its equipment, facilities and environment.

## **Overarching Goals**

The College of Music Strategic Plan is designed to align with the goals of the University of North Texas and the goals of Academic Affairs. It must be noted that, by nature, degree programs in the College of Music are interconnected, and engagement with the community and beyond is an inherent part of our operation. Therefore, the following goals are designed to enhance the educational experience for all our students and elevate the musical experiences for our external constituents:

- The College of Music will strengthen the overall student profile in terms of musicianship and scholarship through targeted efforts to attract and recruit superior students for all degree programs.

*Raising our national and international profile as an artistic and scholarly institution is integral to the mission of our College and University. Given that 75% of our undergraduates and 50% of our graduates are from Texas, we must strengthen our efforts to attract and recruit Texas' most promising students in order to elevate the overall stature of the College of Music, all while continuing to recruit nationally and internationally.*

- The College of Music will provide well-considered, rigorous, and integrative curricula that place the highest priorities upon our students' academic success, artistic development, and timely degree completion, and that contribute to the university's goals and the expectations of the Texas Higher Education Coordinating Board with respect to Closing the Gaps and Research I university status.

*While all programs in the College of Music are expected to "close the gaps," the College of Music can best contribute by evaluating and tracking student progress in the Music Core, particularly as it relates to retention and time-to-graduation rates. Additionally, in order to contribute to the goals of UNT's Strategic Plan, particularly the initiative to attain Research I status, the College of Music must responsibly maximize Ph.D. generation in Composition, Music History, Music Theory and Music Education without diminishing the strength of our current DMA programs.*

- The College of Music will provide a supportive educational experience spanning the entire period of time from the admissions process through post-graduation career entry, preparing students for academic, artistic, and professional success through enhanced advising and career development opportunities.

*The College of Music recognizes the importance of support and oversight of student progress throughout the program. Regular advising, mentoring, tracking, and preparation for graduate school or professional careers are all important in achieving this goal. Particular areas that support this goal are (1) coordination between admissions and advising; (2) efficiency and effectiveness of the graduate office; and (3) preparation of international students and their integration into the academic and social environment.*

- The College of Music will foster and support faculty whose artistry, teaching, scholarship, service, and academic citizenship contribute to the mission and goals of the university and College.

*The reputation of any school rests upon the quality of its faculty, and the College of Music has benefited from an outstanding faculty for many years. As the university continues to progress and redefine itself, it will be essential to recruit faculty whose qualifications are aligned with the evolving mission of the university and to support their efforts in all areas of faculty activity.*

- The College of Music will seek and develop innovations to maximize the meaningful reception of the music it produces, both in remote and asynchronous formats and in the live experience.

*The College of Music's mission statement includes the charge "to enhance the musical life of the broader community, from local to international." Constantly evolving technologies and patterns of social interaction call for ongoing study and reflection regarding how musical life for the listener can be optimally realized. The nature of our visually-oriented culture raises new questions about how and whether the introduction of visual elements strengthens or compromises the musical experience. Issues deriving from these considerations and market analysis should drive decisions about strategic investments, skills for performing artists, concepts for composers, and means of promotion.*

- The College of Music will intensify efforts to raise external funds that support our mission and vision by strengthening connections with alumni and identifying a new generation of donors.

*External funds that support the College of Music mission and vision have a profound impact on every aspect of our operation. In recent years, we have seen the following accomplishments: growth in the endowment from \$5M (2002) to \$17.5M (2013); funding of the Brusilow Endowed Chair (\$1M); Winspear Opera Chair (\$1.5M); Eastman Keyboard gift (\$1.4M), the Voertman Organ gift (\$1.5M), and the pledge of \$10M from UNT alumnus Charn Uswachoke. Part of the matching funds from this gift, approximately \$3.5M, will be committed to an additional endowed chair and endowed professorship. These gifts reflect the generosity and commitment of individuals who recognize the importance of the arts and higher education. While these gifts have provided extraordinary support, we must also recognize that the collective contributions of smaller gifts from alumni and friends can strengthen our operations significantly. It is remarkable that nearly 30% of our faculty contribute at least \$1,000 per year, a fact that very few, if any, music schools in the country or areas in this university can match. Therefore, as we look to the future, it is essential that we continue to build relationships with existing donors while also cultivating relationships with a new generation of donors who will support our vision and mission through large and small gifts.*

- The College of Music will provide teaching and performing spaces appropriate to all kinds of student learning associated with our mission, goals, and objectives; to the work of the faculty; and to the presentation of music to the public at a level of aesthetics commensurate with the music itself and with the stature of the College of Music.

*While recent years have seen significant improvements in College of Music facilities, we still have a number of problems relating to space deficit, condition of facilities, and appropriateness of facilities for their prescribed function. In recent years, we have converted every usable space in the Music Building into additional office and teaching space. We also have completed several significant renovations to improve performance venues and classroom space. Although we will need to continue to upgrade our existing facility, a new College of Music building is necessary to create an adequate environment for learning and performance. While the actualization of a new building is outside the scope of this strategic plan, we will nevertheless begin planning and working toward this goal over the next five years.*





**UNT GOAL #1**  
**Provide the best undergraduate educational experience in Texas.**

**Academic Affairs Strategic Plan Goals**

1.1 Develop plans to recruit, support, retain, and graduate and undergraduate student body diverse by race/ethnicity, gender, and geographical background, with the following unit-specific and general UNT goals:

**College of Music Strategic Initiatives: Recruitment**

**Note: Also see recruitment statement included with Graduate Education.**

1.1.1 Research and develop additional recruiting strategies that will strengthen existing recruitment practices in order to attract students at all levels and all specializations. Specifically, continue to conduct a geographical analysis each year to determine application patterns (see Geographical Data, Appendix 1)

Accountable

Associate Dean for Admissions

1.1.2 Allowing for the cyclical nature of applications, continue to increase the overall number of completed applications by 5% - 10% in the next five years by targeting regional/state/international areas with a history of high applications, and also targeting specific regional/state/international areas that have potential for high application rates (see Application/Admission Data, Appendix 2)

Accountable

Associate Dean for Admissions

1.1.3 Without compromising student quality, increase the yield of admitted applicants by 5% over the next 5 years, thus achieving a 55% average yield with a targeted balance of approximately 60% undergraduate, 20% Master's and 20% Doctoral (see Applications/Admissions Data, Appendix 2; also see Peer Comparison Data – Enrollment/Graduation, Appendix 11). Simultaneously, seek to improve the diversity of our student population, particularly African Americans, which is our lowest percentage compared to the University's percentage (see College of Music Ethnicity, Appendix 3)

Accountable

Associate Dean for Admissions



- 1.1.4 Conduct an analysis to determine the extent to which our scholarship deficiencies are impacting the number of those who do not accept admission by choosing another university (see Applications/Admissions Data, Appendix 2; also see Peer Comparison Data - Graduate Assistant/Scholarship Data, Appendix 11).

Accountable

Associate Dean for Admissions  
Assistant Dean for Scholarships  
Division Chairs

- 1.1.5 Assess the COM website annually to determine if information is accessible, accurate and updated for current and prospect students.

Accountable

Associate Dean for Academic Affairs  
Associate Dean for Admissions  
Undergraduate Advising and Graduate Advising Office

- 1.1.6 Continue to improve the overall undergraduate music student profile, which is already one of the strongest in the University. Strive to increase the mean SAT score to 1200 and increase our yield of students in the top 10% of their high school class to 40% in the next 5 years. Additionally, achieve a percentage of 30% of FTIC music students enrolled in the Honors College, approximately 50 students (see College of Music FTIC/Transfer Student Profiles, Appendix 4).

Accountable

Associate Dean for Admissions  
Division Chairs and Faculty

- 1.1.7 Advocate to the university and donors for the necessity of a student recruitment budget, including student travel and faculty travel as it relates to recruitment. Our peer institutions expend an average of \$215 per student for faculty travel (compared to \$65 in the College of Music), \$57 per student for student recruitment (compared to \$25 in the College of Music), and \$223 per student (compared to \$59 in the College of Music). See Peer Comparison Data, Additional Comparisons, Appendix 11.

Accountable

College of Music Dean  
Division Chairs

- 1.1.8 Address inherent issues with College of Music Transfer students, both in terms of their acceptance to the College of Music and their academic progress. Increase the mean GPA of transfer students to 3.3 (1<sup>st</sup> year) and 3.0 (2<sup>nd</sup> year) (see College of Music FTIC/Transfer Student Profiles, Appendix 4)

Accountable

Associate Dean for Academic Affairs

Director of Undergraduate Studies  
College of Music Undergraduate Advising

- 1.1.9 Continue to utilize Cost of Attendance Data and Peer Institutional Comparison Data for recruitment and to determine specific areas to improve in order to remain competitive with other institutions.

Accountable  
Associate Dean for Admissions  
Assistant Dean for Scholarships

**College of Music Strategic Initiatives: Curricular**

- 1.1.10 Using the Texas Academy for Math and Science (TAMS) as a model, explore the potential of developing a pre-college program that allows top high school students to enroll for college credit.

Accountable  
College of Music Dean  
Associate Dean for Academic Affairs  
Council of Division Chairs

- 1.1.11 Continue to strengthen communication for the COM At-Risk Initiative, with the goal of increasing our overall at-risk student retention rate to 70% in the next 5 years (see At Risk Data, Appendix 6)

Accountable  
Associate Dean for Academic Affairs  
Director of Undergraduate Studies  
College of Music Undergraduate Advising

- 1.1.12 *Secure funding to strengthen the College of Music At-Risk initiative, specifically to obtain a software program (Starfish Retention Solutions) designed to streamline communication to help students at risk and improve retention.*

Accountable  
College of Music Dean  
Associate Dean for Academic Affairs  
Director of Undergraduate Studies

- 1.1.13 Continue to build on the existing strengths of our undergraduate and graduate advising offices. Specifically, increase early registration for FTIC students to 90%, and increase graduate degree plan submissions by 5% in the next 5 years (see Undergraduate/Graduate Advising, Appendix 7)

Accountable  
Associate Dean for Academic Affairs

Director of Graduate Studies  
Undergraduate and Graduate Advisors

- 1.1.14 Develop a Certificate in Instrumental Repair, which will provide a targeted career path for those wanting to work in this growing field.

Accountable  
Associate Dean for Academic Affairs

- 1.1.15 Reassess the Music Core, with specific objective to ensure that our curricular requirements reflect the changing conditions of the music profession.

Accountable  
Associate Dean for Academic Affairs  
Director of Undergraduate Studies

- 1.1.16 Reassess non-major offerings to ensure curricular currency and to increase SCH generation for the College of Music, which will require the return of the Music in General Studies position that was cut during the FY15 budget process. Specifically, increase non-major SCHs by 10-15% in the next 5 years, which is contingent on the reinstatement of the Music in General Studies position (see Non-Major Credit Hour Generation, Appendix 8).

Accountable  
College of Music Dean  
Associate Dean for Academic Affairs  
Director of Undergraduate Studies

- 1.1.17 Assess all aspects of summer school instruction to determine strategies to increase summer enrollment, with the goal of increasing overall summer enrollment by 5% over the next 5 years. Specifically, increase master's enrollments, which might be best achieved by strengthening the Master of Music Education degree (see Peer Comparison Data- Enrollment/Graduation, Appendix 11).

Accountable  
Associate Dean for Academic Affairs  
Division Chairs

- 1.1.18 Strengthen research and creative opportunities for undergraduate and graduate students, which will require increased financial support for student travel (see Peer Comparison Data, Additional Comparison, Appendix 11).

Accountable  
Associate Dean for Academic Affairs  
Director of Undergraduate Studies; Director of Graduate Studies  
Division Chairs

- 1.1.19 Continue to strengthen our study abroad opportunities, and seek to secure additional exchange relationships with universities around the world, particularly in areas that have high College of Music application rates (see International Enrollment, Appendix 5).

Accountable

Associate Dean for Academic Affairs

- 1.1.20 Improve the collection of career data for College of Music graduates at both the undergraduate and graduate level. Require each Division to submit complete and up-to-date annual reviews of career data for its students, and integrate the results with alumni data through collaboration with the Development Office and with Graduate and Undergraduate Advising. The goal should be an accurate sense of the likely career paths of College of Music graduates from every program and at every level.

Accountable

Division Chairs

College of Music Development Office

- 1.1.21 Continue to explore a curricular partnership with Texas Woman's University, particularly for the possibility of collaborating with their Music Therapy program.

Accountable

Associate Dean for Academic Affairs

Division Chair, Music Education

- 1.1.22 Through the Center for Music and Medicine, develop a formal collaboration with the Texas Center for Osteopathic Medicine, the College of Public Affairs and Community Service, and the College of Education to develop more robust educational services (clinical), research, and community engagement agendas.

Accountable

Director of Music and Medicine

**College of Music Strategic Initiatives: Instructional Space**

- 1.1.23 Examine College of Music enrollments to determine what an ideal enrollment target should be, given our faculty resources and current instructional space.

Accountable

College of Music Dean

Associate Dean for Academic Affairs

Associate Dean for Operation

Associate Dean for Admissions

- 1.1.24 Establish a building committee to examine space deficits and the current conditions of our facilities and how to move forward with plans for renovations and a new facility for the College of Music.

Accountable

College of Music Dean

Associate Dean for Operations



UNT Bold Goal 1: Undergraduate Education

**Academic Affairs Strategic Plan Goals**

- 1.2 Recruit, support and retain a collective of faculty, staff and administrators who share the responsibility of creating the best undergraduate educational experience.

**College of Music Strategic Initiatives: Faculty**

**(Note: This includes recruitment of faculty for undergraduate and graduate programs)**

- 1.2.1 Continue to recruit, select, develop, and retain a diverse, highly qualified, and productive faculty appropriate for an internationally recognized College of Music.

Accountable

College of Music Dean and Division Chairs

- 1.2.2 Secure new faculty positions for areas whose needs are supported by documented evidence or whose outlined initiatives require a specialization not offered by our current faculty.

Accountable

College of Music Dean and Division Chairs

- 1.2.3 Identify highly distinguished candidates to recruit for the COM faculty, in order to enhance the national and international profile of the College of Music. Acquire necessary resources through new funding and re-allocation of existing funds.

Accountable

College of Music Dean and Division Chairs

- 1.2.4 Maximize formal and informal faculty mentoring practices to foster faculty development and productivity.

Accountable

Associate Dean for Academic Affairs and Division Chairs

- 1.2.5 Continue efforts to compensate faculty in a manner commensurate with identified peer and aspirational institutions.

Accountable

College of Music Dean

- 1.2.6 Continue to determine if there are additional adjunct-to-lecturer conversions that would strengthen our student-to-faculty ration and increase our instructional resources.

Accountable

College of Music Dean

Associate Dean for Academic Affairs



## **UNT GOAL #2**

**Provide superior graduate education, scholarship and artistic endeavors and achieve status among the nation's tier-one research institutions.**



### **Academic Affairs Strategic Plan Goals**

- 2.1 Recruit, support, retain and graduate a strong cadre of graduate students from racially/ethnically, geographically, and gender diverse backgrounds.

### **College of Music Strategic Initiatives (Recruitment/Scholarships)**

Because the College of Music functions as an interdependent unit, most of the recruitment initiatives outlined under Bold Goal 1 apply to graduate education recruitment initiatives.

Because our overall graduate support is not on par with our peer institutions, our ability to recruit top-level students is compromised. If we are to remain competitive, our GATS allocations will need to increase (currently a budget equivalent to 61 awards), and our scholarship pool will have to increase. Our peer universities offer an average of \$13,698 per student, while we are able to offer only \$6,227 per student. Consequently, we are losing our top-tier students who choose to attend universities with far stronger financial packages. We have tried to recruit students with Cost of Attendance Data (see Appendix 9), but in many cases it does not convince. We will continue to work with donors and seek every opportunity to increase our scholarship base, which has been ever-increasing since 2000 (see Scholarship Data, Appendix 10). For comparison data, see Peer Comparison Data - Graduate Assistantship/Scholarship/Endowment Data, Appendix 11)

It should be noted that during the 2013 We Care We Count Campaign, the College of Music faculty and staff contributed \$72,049, the largest amount from any unit on campus.

### **College of Music Strategic Initiatives (Curricular- Graduate)**

(Note: Some curricular goals listed under Strategic Goal 1 also apply to graduate curricular goals)

- 2.1.1 Undertake a coordinated study of the level of English language skills for entering graduate students. The study should compare admissions standards at the College of Music to those of peer institutions, evaluate the writing examinations administered to incoming graduate students by each program in lieu of the GRE, and recommend changes to ensure that all students are held to standards commensurate with graduate-level coursework.

#### Accountable

Associate Dean for Academic Affairs  
Director of Graduate Studies  
Graduate Performance Degrees Committee  
Graduate Academic Degrees Committee

- 2.1.2 Develop new centers or areas of curricular emphasis that build on existing strengths in the College of Music, UNT, and the region. Specifically, explore possibilities that would include:
- initiatives that align with our existing connections and endowments for Czech music culture
  - initiatives that would align with UNT's Latina/o and Mexican-American Studies program, for example a Center for Mexican and Latin American Music Studies
  - initiatives to add a Ph.D. in Ethnomusicology, which enhance our curricular diversity and perhaps increase the diversity of our faculty and student population
  - initiatives that take advantage of our strong connection with countries in Asia, as noted by our strong Asian student population in the College of Music and the high application rates from Asian countries. Pursue initiatives that also connect with our already well-established relationship with the Asian community in the DFW area.

Accountable

College of Music Dean  
Associate Dean for Academic Affairs  
Director of Graduate Studies  
Division Chairs

- 2.1.3 Given the responses in the Strategic National Arts Alumni Project (SNAAP) survey, seek to strengthen and expand our existing Career Courses, perhaps leading to a national conference on Arts Leadership or working with the Murphy Enterprise Center to develop a Certificate in Arts Leadership.

Accountable

College of Music Dean  
Associate Dean for Academic Affairs

- 2.1.4 Ensure that the curriculum for doctoral students acknowledges the centrality of critical reading, expository writing, and public speaking in the likely career paths of doctoral graduates. Review current degree requirements and advising practices to ensure that students will confront the tasks of critical reading, expository writing, and public speaking in multiple contexts before embarking upon their doctoral document.

Accountable

Director of Graduate Studies  
Graduate Degree Committees  
Division Chairs and Area Coordinators

- 2.1.5 Improve the academic success of the College of Music international students by developing a tracking system and mentor program that will monitor students' English speaking and writing skills beyond the completion of IELI programs at UNT. Such a mentoring system should last throughout the students' degree programs in order to avoid the observed decline in ability after IELI rigor. Attention must also be given to students who exempted IELI yet remain challenged in English language ability.

Accountable

Associate Dean for Academic Affairs  
Director of Graduate Studies  
COM Academic Counselor for International Students

- 2.1.6 Develop an At Risk Initiative at the graduate level, which will monitor academic progress as well as time-to-degree. Improve graduate rates so they are at least on par with our peer institutions (see Peer Comparison Data - Enrollment/Graduation Data, Appendix 11)

Accountable

Associate Dean for Academic Affairs  
Director of Graduate Studies  
Director of Graduate Studies

- 2.1.7 Explore collaborative possibilities with the College of Business Administration and the Murphy Enterprise Center to develop a Certificate in Music Entrepreneurship.

Accountable

College of Music Dean  
Associate Dean for Academic Affairs  
Director of Graduate Studies



## UNT Bold Goal 2: Graduate Education

### **Academic Affairs Strategic Plan Goals**

- 2.2 In accordance with UNT's growth toward Research 1 status, recruit, support, and retain a highly productive cadre of faculty from racially/ethnically, geographically, and gender diverse backgrounds.
- 2.3 Ensure excellence and maximum research/creative opportunities for faculty and student development.

The accomplishments and national leadership of the College of Music attract a high number of candidates whose accomplishments and international stature are fitting of a Research 1 university. While we have made great strides with faculty salaries, we still have more to accomplish when compared to our peer institutions (see Peer Comparison Data - Faculty Salaries, Appendix 11). Overall, our salaries are low at all four ranks. However, this does not take into account cost-of-living data. We will also have to address teaching loads that currently do not allow faculty to maximize their research and creative opportunities, including securing grants from major funding agencies.

## UNT GOAL #3

**Become a national leader among universities in student support, employee relations, operational effectiveness and service to constituencies.**



### Academic Affairs Strategic Plan Goals

- 3.1 Improve student support resources.
- 3.2 Improve employee relations
- 3.3 Improve operational effectiveness.

### College of Music Strategic Initiatives

- 3.1.1 Initiate processes that track alumni and students in their final semester of study to determine program satisfaction, job placement, demographics, and mailing addresses. Such information could be collected for undergraduates in the Capstone Courses using an undergraduate survey.

Accountable

Graduate and Undergraduate Advising  
College of Music Development Office  
Director of Undergraduate Studies

- 3.1.2 Coordinate efforts with the Office of Alumni Relations, which serves as the primary point of contact for alumni tracking and surveys.

Accountable

College of Music Development Office

- 3.1.3 Establish effective and efficient means of social networking among students, alumni, and donors.

Accountable

College of Music Development Office  
College of Music Webmaster

- 3.1.4 Establish an effective and coordinated fundraising network among the Dean, chairs, faculty, and development staff.

Accountable

College of Music Dean  
College of Music Development Office

3.1.5 Continue to seek donors for naming contributions for the College of Music, endowed chairs, and currently unnamed facilities, such as the Recital Hall and the College of Music building. We are particularly behind as compared to our peer institutions (see Endowments, Appendix 11).

Accountable

College of Music Dean

College of Music Development Office

3.1.6 Continue to develop a stronger artistic presence in Dallas, Fort Worth, and other major locations.

Accountable

College of Music Dean

Division Chairs and Faculty

3.1.7 Recognize the College of Music website as a vital tool to inform potential donors. Update the existing site to include Counterpoint, an “at a glance” view of the College, our Mission and Vision Statements, and other initiatives that will inform potential donors. Identify a committee to review our website for content and recommendations at least once per year.

Accountable

College of Music Dean

College of Music Webmaster

3.2.8 Continue to provide the necessary equipment, training, and opportunities for staff that will support their work and job performance.

Accountable

Associate Dean for Operations

Staff Supervisors

3.2.9 Continue to work with upper administrative offices to find ways to improve staff salaries, increase staff merit, and identify paths for those wanting to advance in their positions.

Accountable

College of Music Dean

Associate Dean for Operations

Division Chairs

## **UNT GOAL #4**

**Establish UNT as a nationally recognized, engaged university and regional leader by building and expanding mutually beneficial partnerships and resources.**



### **Academic Affairs Strategic Plan Goals**

- 4.1 Develop and foster community-at-large engagement and service activities.
- 4.2 Effectively communicate the application of scholarly activities to the community-at-large.
- 4.3 Develop and foster environmentally friendly and sustainable practices.

### **College of Music Strategic Initiatives**

- 4.1.1 Continue to strengthen existing College of Music engagement activities and seek out opportunities for new ways to engage the community.

Accountable

College of Music Dean  
Division Chairs

- 4.1.2 Secure a new staff position for digital media projects to digitize our music performances (recorded live and in the studio) and archival materials (including photographs, video recordings, scores, and artifacts), making our digital archive available to students and scholars for study, to the public through digital channels to support outreach and marketing for the College, and, in the case of products prepared for sale, to the public through our online store.

Accountable

College of Music Dean  
Division Chairs

- 4.1.3 Explore new and innovative ways to program concerts for the community-at-large.

Accountable

College of Music Dean  
Ensemble Directors  
Performance Chairs

- 4.1.4 Establish a resident string quartet that would serve the community and also serve an important role in recruitment.

Accountable

College of Music Dean



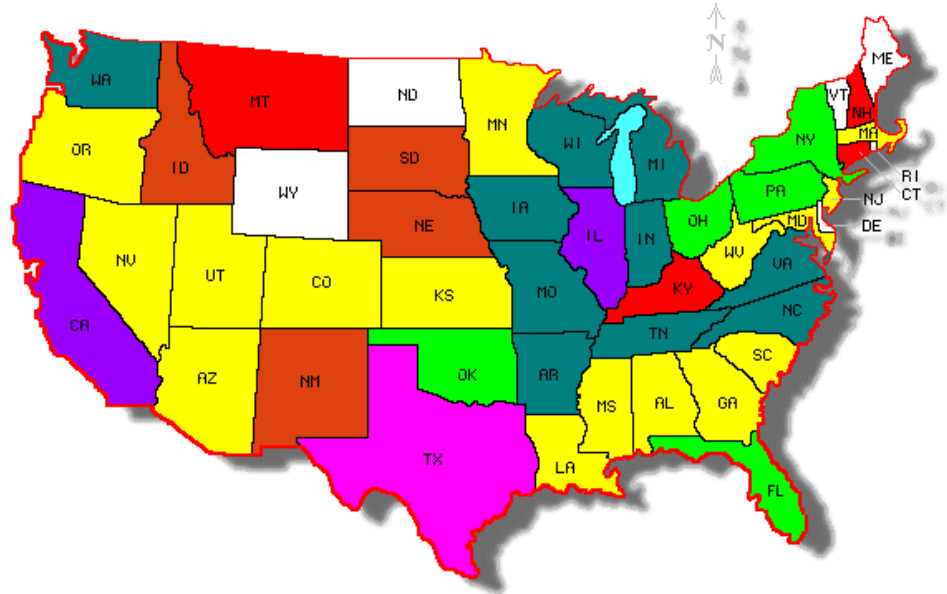
# Appendix 1

## Geographical Application Data

### FY15 Applications: United States

#### Geographical Application Data

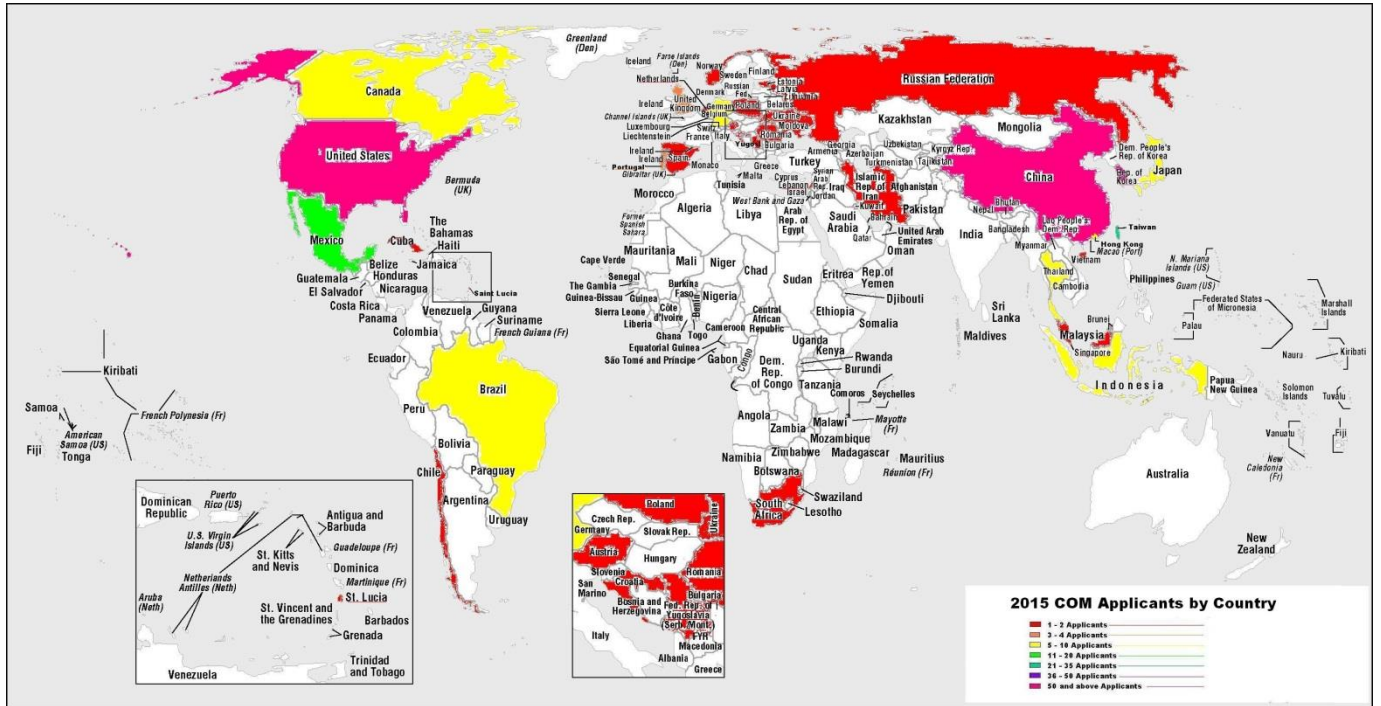
- - 50 and above
- - 36-50 Applicants
- - 21-35 Applicants
- - 11-20 Applicants
- - 5-10 Applicants
- - 3-4 Applicants
- - 1-2 Applicants



Source: diymaps.net (c)

# Geographical Application Data

## FY15 Applications: World



### Geographical Information

- The last three audition seasons have seen applications from 51 countries, 48 states, and 337 cities in Texas
- South Korea has provided an average of 90 applications each year, while China has produced an average of 65 applications, and Taiwan an average of 30 applications
- Other than Texas, the states with the most applications have consistently been California, Florida, Illinois, New York, Ohio, and Oklahoma. All have had more than 20 applicants each of the last three years
- All major Texas cities and suburbs are well represented: Austin, Dallas/Fort Worth, Houston, and San Antonio

Note: These data are based on self-reported addresses and current citizenship status taken from the College of Music online application system. Inaccurate information may come from how the applicants categorize themselves. This is particularly the case with graduate applicants, who may list where they are currently attending college versus their actual state or country of residence.

## Appendix 2 Application/Admissions Data

### UNDERGRADUATE APPLICATIONS

Fiscal Year	Total Applications	Completed Applications	Number Admitted	Number Accepted Admission	Number Declined Admission or Did Not Reply	Number Actually Attended
<b>FY13</b>	1054	907	450 (49.6%)	236 (52.5%)	214 (47.5%)	212 (47.1%)
<b>FY14</b>	1289	1013	501 (49.4%)	264 (52.6%)	237 (47.4%)	239 (47.7%)
<b>FY15*</b>	1135	1020	480 (47.0%)	245 (51.0%)	235 (49.0%)	214 (44.5%)

\*As of 9/1/14

### GRADUATE APPLICATIONS

Fiscal Year	Total Applications	Completed Applications	Number Admitted	Number Accepted Admissions	Number Declined Admission or Did Not Reply	Number Actually Attended
<b>FY13</b>	690	609	257 (42.2%)	136 (52.9%)	121 (47.1%)	133 (51.7%)
<b>FY14</b>	682	671	343 (51.1%)	207 (60.4%)	136 (39.6%)	167 (48.6%)
<b>FY15</b>	632	609	242 (39.7%)	141 (58.3%)	101 (41.7%)	137 (56.6%)

\*As of 9/1/14

### TOTAL APPLICATIONS

Fiscal Year	Total Applications	Completed Applications	Number Admitted	Number Accepted Admission	Number Declined Admission or Did Not Reply	Number Actually Attended
<b>FY13</b>	1744	1516	707 (46.6%)	372 (52.6%)	335 (47.4%)	345 (48.7%)
<b>FY14</b>	1971	1692	844 (49.8%)	471 (55.8%)	373 (44.2%)	406 (48.1%)
<b>FY15</b>	1767	1629	722 (44.3%)	386 (53.5%)	336 (46.5%)	351 (48.6%)

\*As of 9/1/14

### Appendix 3 College of Music Student Ethnicity

	COM Undergraduate	UNT Undergraduate	COM Graduate	UNT Graduate	COM Total	UNT Total
<b>Asian</b>	3.8%	5.6%	3.5%	4.3%	3.7%	5.3%
<b>Black/African American</b>	4.7%	13.1%	1%	7.9%	3.4%	12.1%
<b>Hispanic</b>	21.4%	20.4%	6.8%	11.2%	15.9%	18.7%
<b>Nonresident Alien</b>	5.3%	2.7%	30.6%	17.1%	14.8%	5.4%
<b>Two or more races</b>	3.3%	3.1%	2%	2.3%	2.8%	5.7%
<b>White</b>	60%	53.1%	54.4%	55.5%	58.1%	53.6%

### Appendix 4 College of Music FTIC/Transfer Student Profiles

<b>FTIC Students</b>	<b>College of Music</b>	<b>UNT</b>
Mean SAT Score	1175	1108
Top 10% HS Rank	32%	22%
Top 15% HS Rank	63%	54%
% in Honors College (FTIC)	28% (43 of 154 students)	7.7% (318 of 4,126 students)
<b>Transfer Students</b>	<b>College of Music</b>	<b>UNT</b>
1 <sup>st</sup> Year Mean GPA	3.48	2.92
2 <sup>nd</sup> Year Mean GPA	3.18	2.88

## Appendix 5 International Enrollment

### International Enrollment

	College of Music	UNT
<b>Undergraduate</b>	6.9%	6.2%
<b>Graduate</b>	33.4%	20.5%
<b>Total Enrollment</b>	16.9%	8.9%

### Study Abroad Opportunities

- Liceu Conservatori, Barcelona Spain
- KMH Royal Academy of Music, Stockholm Sweden
- Leeds University, Leeds England
- National Taiwan University
- Kodály Pedagogical Institute (Hungary)
- Orff Pedagogical Institute (Austria)
- Janáček Akademie; Brno, Czech Republic
- Mahidol University, Thailand
- Central European Studies & Exchanges
- Developing programs: Brazil, Mexico, Viet Nam

([music.unt.edu/advising/internationalOpp.php](http://music.unt.edu/advising/internationalOpp.php))

## **Appendix 6**

### **College of Music At Risk Project**

The at risk project was initiated in Summer, 2011 with four primary objectives:

- To identify students early in their program who are academically at risk
- To retain at-risk students by providing appropriate advising, mentorship, and counseling
- To improve communication with faculty, particularly applied (studio) faculty so that they can monitor and mentor at-risk students in their private studio
- To help retain students at UNT if music is not the appropriate major

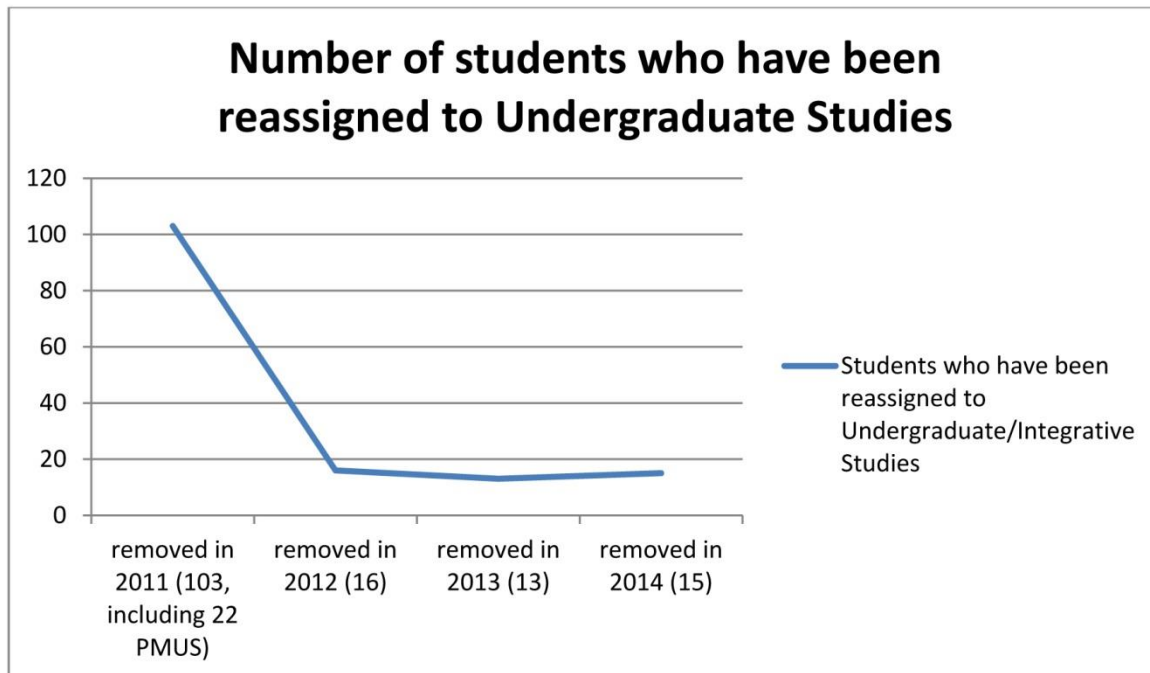
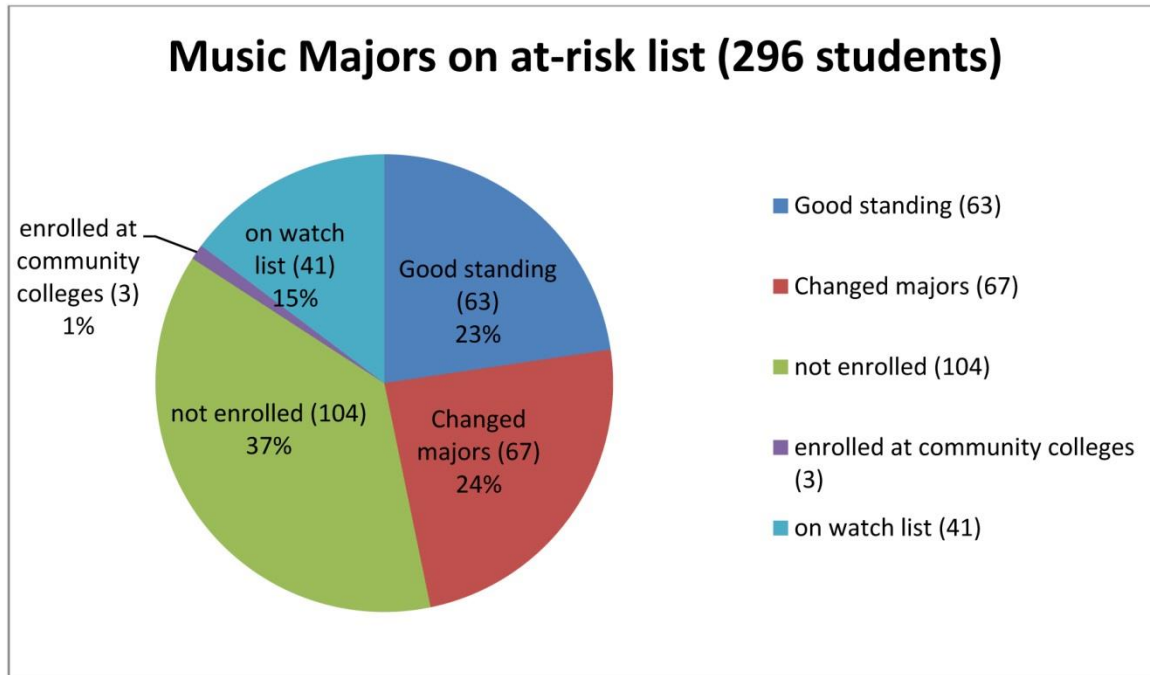
Initially, we removed a high number of students who were either "pre-music" (unauditioned students) or who were not showing an appropriate level of progress in their degree (N=103). In subsequent years we have removed an average of 15 students per year.

- All at-risk students meet with the Director of Undergraduate Studies
- All Division Chairs are notified of at-risk students in their division
- All applied faculty are notified of at-risk students in their studio
- Any student removed from the College of Music can appeal the decision. In all cases, students are given a semester to demonstrate their commitment to the degree.

This initiative has been highly successful, but we will continue to improve our percentages.

- Of the 296 students identified as at risk, or potentially at risk:
  - 58.7% were retained either as a music major or another major at UNT
  - 35.1% are no longer enrolled

## At-risk project update, May 2014





## Appendix 7 Undergraduate/Graduate Advising

### Fall 2013 FTIC Enrolled for Fall 2014 (as of 5/15/14)

CPACS	80%
CAS	80.61%
COBA	72.17%
COE	75.75%
<b>College of Music</b>	84.77%
CVAD	78.01%

### Graduate Degree Plan Submissions (Approved by the Director of Graduate Studies)

<b>Master's</b>	129 out of 262 students (49.2%)
<b>Doctoral</b>	244 out of 340 students (71%)

## Appendix 8 Non-Major Credit Hour Generation

	2012-2013	2013-2014	2014-2015
<b>Headcount: Fall</b>	1730	1918	
<b>Headcount: Spring</b>	1587	1732	
Total	<b>3317</b>	<b>3650 (10% increase)</b>	Goal: Increase by 5%
<b>SCH: Fall</b>	4667	5230	
<b>SCH: Spring</b>	4524	5044	
Total	<b>9191</b>	<b>10,274 (11.8% increase)</b>	Goal: Increase by 5%

## Appendix 9

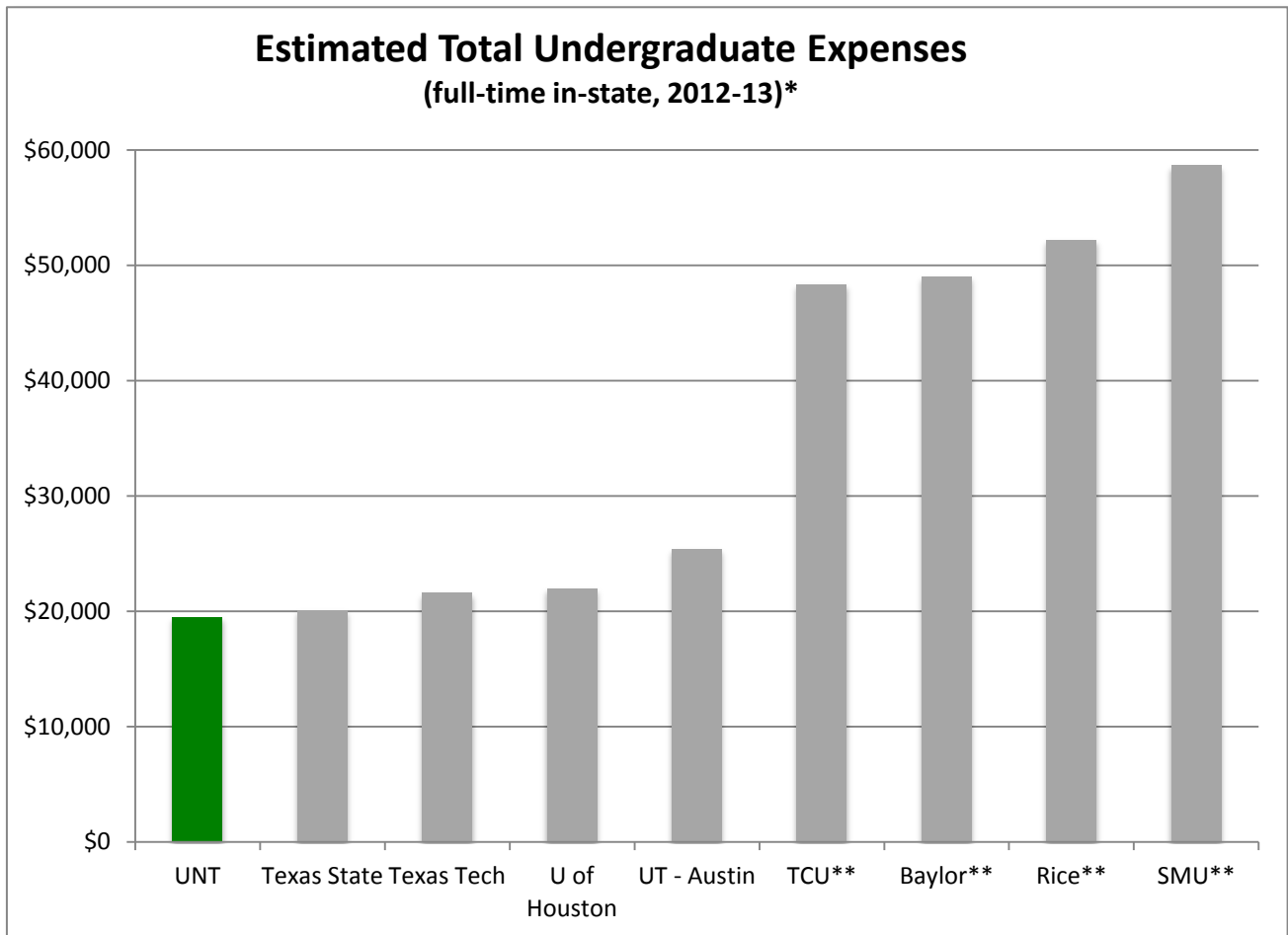
### Cost of Attendance Data Used for Recruitment (to be updated during Fall, 2014)

At UNT, any competitive scholarship of \$1,000 or more per academic year guarantees in-state tuition rates.

In the 2012-13 academic year:

- The College of Music awarded \$805,010 in scholarships
- One third of students (514 out of 1536) received merit scholarships from the College of Music
- More than one fourth of graduate students (174 out of 625) received teaching assistantships or fellowships
- In-state tuition and fees at UNT averaged \$8,357/year for undergraduates and \$6,702/year for graduates

All data in the following charts is from the National Center for Education Statistics ([nces.ed.gov](http://nces.ed.gov)). Data is not specific to music programs but reflects each school/university as a whole.

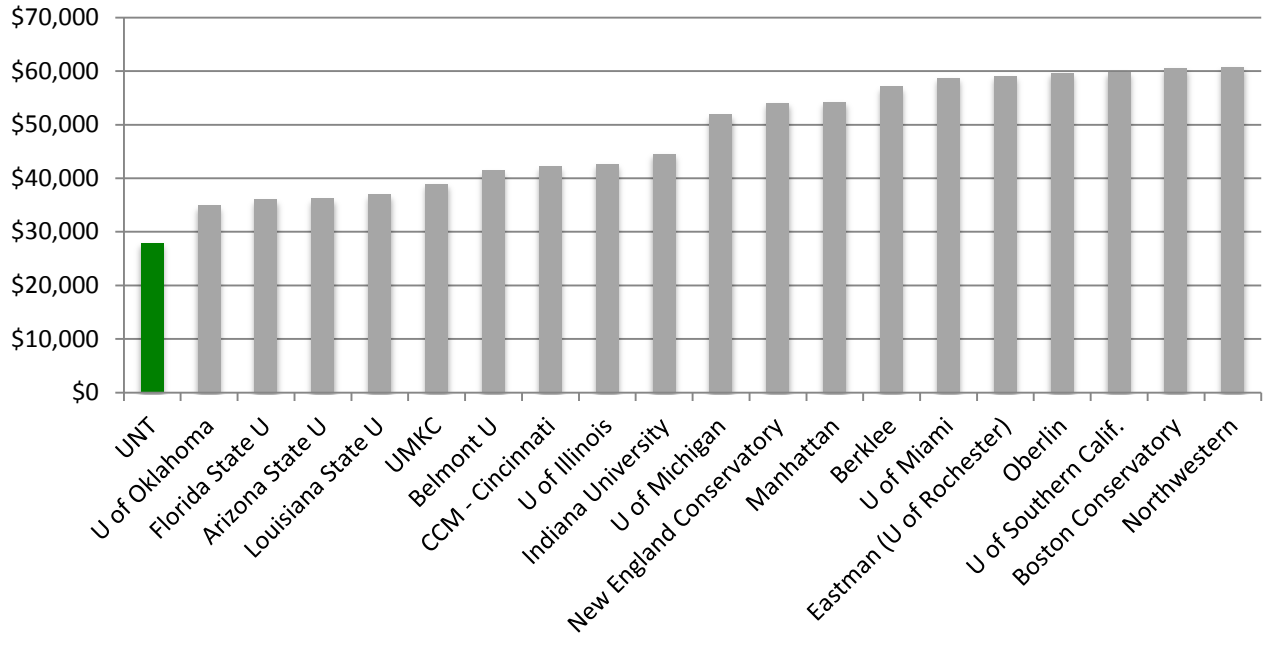


\*includes tuition and fees, books and supplies, on-campus room and board, and other expenses

\*\* Private school; no discount for in-state students.

## Estimated Total Undergraduate Expenses

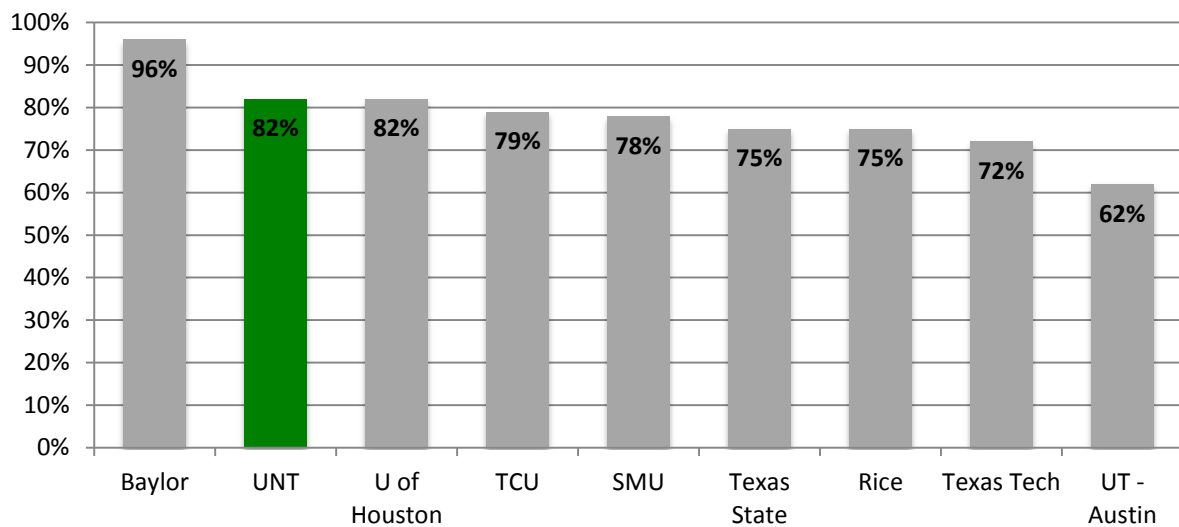
(full-time out-of-state, 2012-13)\*



\* includes tuition and fees, books and supplies, on-campus room and board, and other expenses

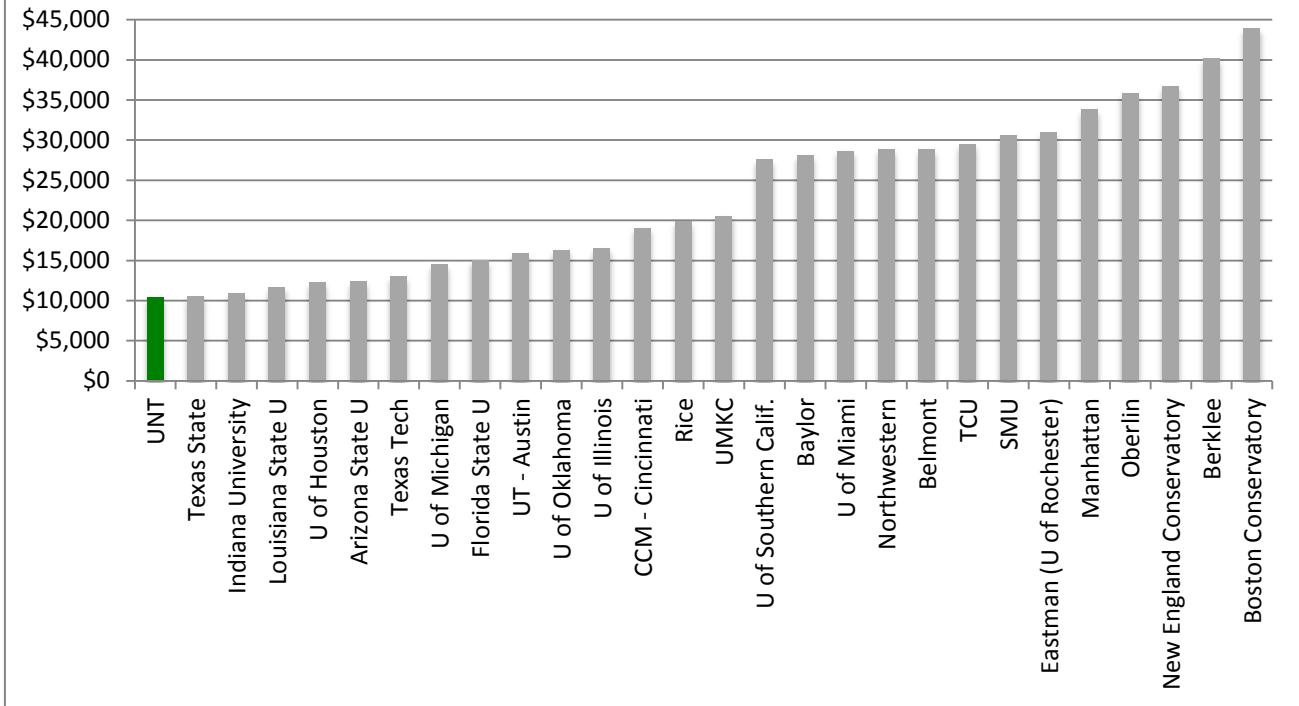
## % of Undergraduate Students Receiving Any Financial Aid

(full-time beginning students, 2011-12)\*



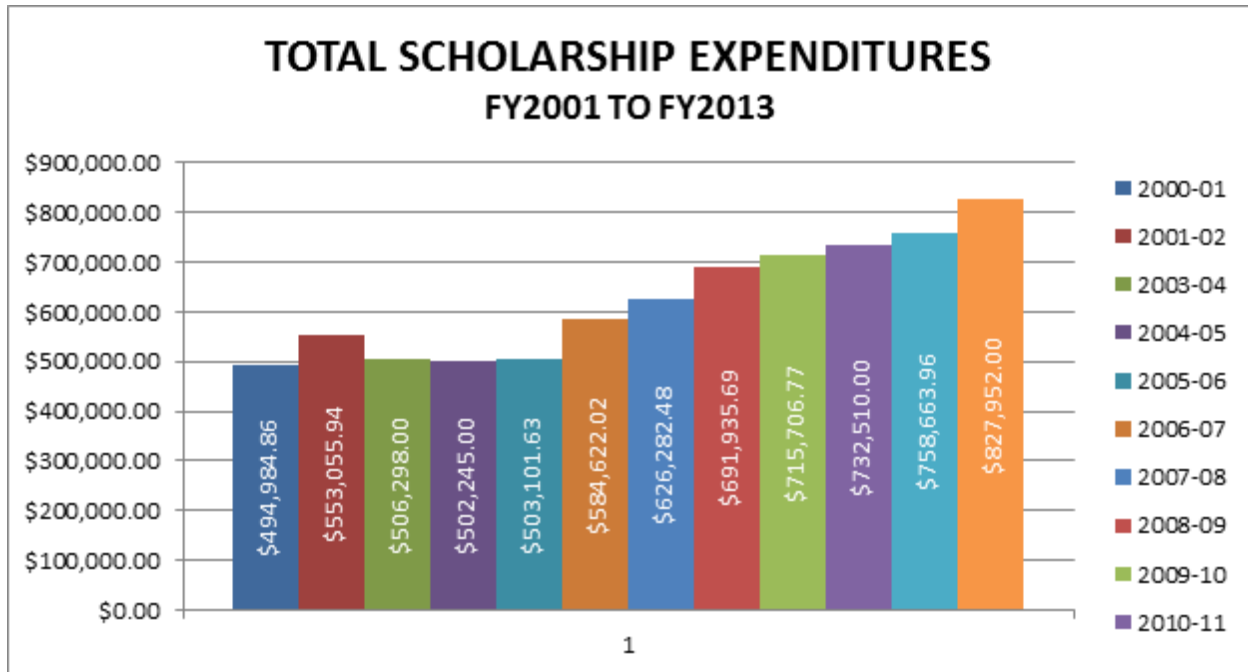
\* Includes grants, scholarships, student loans, and work study or other aid.

### Average Undergraduate Out-of-Pocket Cost (total expenses minus average grant/scholarship aid, 2011-12)\*



\* Average net price (average total expenses minus average grant or scholarship aid) for full-time beginning undergraduate students who were awarded grant or scholarship aid from federal, state or local governments, or the institution. Reflects in-state tuition rates for public institutions.

## Appendix 10 Scholarship Expenditures



Expenditure for 2013-2014 Awards was \$891,294

	2013-14	2012-13	2011-12	2010-11
<b>TOTAL SCHOLARSHIP SPENDING</b>	\$891,294.00	\$827,952.00	\$758,664.00	\$732,510.00
<b>TOTAL SCHOLARSHIP STUDENTS</b>	550	546	529	491
<b>AVERAGE AWARD</b>	\$1,621.00	\$1,516.00	\$1,434.00	\$1,492.00
<b>GRADUATE AWARDS</b>	\$490,055.00	\$418,369.00	\$407,283.00	\$399,600.00
<b>UNDERGRADUATE AWARDS</b>	\$401,239.00	\$409,583.00	\$351,380.00	\$332,910.00
<b># AWARDS AT \$1,000</b>	342	316	321	307
<b># AWARDS ABOVE \$1,000</b>	148	144	126	140
<b># AWARDS \$2,000 OR MORE</b>	114	99	90	88
<b># AWARDS \$5,000 OR MORE</b>	28	23	19	16
<b># AWARDS \$10,000 OR MORE</b>	10	7	5	3

## Appendix 11

### Peer Institutional Comparison Data

The following tables present comparison data between the College of Music and the averages of 11 peer/aspirational institutions. All data were drawn from the Higher Education Data Services (HEADS) report. The “Peer University” below serves as our comparison university, created by using the averages from the 11 peer institutions. The institutions used in this report are:

Arizona State University	Florida State University
University of Illinois, Urbana-Champaign	Indiana University
Louisiana State University	Michigan State University
University of Michigan	Ohio State University
University of Cincinnati	Texas Tech University
University of Texas, Austin	

#### Comparison Data: ENROLLMENT

##### Enrollment Comparisons

	Peer University (average)	UNT College of Music
<b>Music Enrollment</b>		
<b>Undergraduate</b>	380	1000
<b>Master's</b>	170	262
<b>Doctoral</b>	173	340
<b>Total</b>	723	1602
<b>Summer Enrollment</b>		
	<b>Equivalent Ratio for COM Enrollment</b>	<b>Actual COM Summer Enrollment</b>
<b>Undergraduate</b>	75	197
<b>Master's</b>	47	72
<b>Doctoral</b>	34	66

## Comparison Data: FACULTY SALARIES

Salary Comparisons: All Faculty

	<b>Peer University (Average)</b>	<b>College of Music</b>
<b>Professor</b>	\$100,622	\$89,503
<b>Associate Professor</b>	\$72,256	\$69,340
<b>Assistant Professor</b>	\$61,095	\$53,706
<b>Lecturer/Instructor</b>	\$52,157	\$47,742

Salary Comparisons: Male

	<b>Peer University (Average)</b>	<b>College of Music</b>
<b>Professor</b>	\$101,687	\$89,696
<b>Associate Professor</b>	\$74,034	\$69,604
<b>Assistant Professor</b>	\$61,332	\$53,809
<b>Lecturer/Instructor</b>	\$50,264	\$49,024

Salary Comparisons: Female

	<b>Peer University (Average)</b>	<b>College of Music</b>
<b>Professor</b>	\$97,197	\$88,625
<b>Associate Professor</b>	\$68,659	\$68,549
<b>Assistant Professor</b>	\$60,693	\$53,525
<b>Lecturer/Instructor</b>	\$55,794	\$44,536

**Comparison Data: GRADUATE ASSISTANTS/SCHOLARSHIPS**

Undergraduate Support

	Peer University	College of Music
<b>Undergraduate</b>	\$1,057,560	\$1,538,399
<b>Average Per Student</b>	\$2,573	\$1,538

Graduate Support

	Peer University (Average)	College of Music (Level II)
<b>Graduate</b>	\$4,698,388	\$3,748,687
<b>Average Per Student</b>	\$13,698	\$6,227

**Comparison Data: ENDOWMENTS**

Endowments

	Peer University	College of Music
<b>Total Endowment of Music Unit</b>	\$29,212,341	\$17,564,631
<b>Average Per Student</b>	\$38,692	\$10,964
<b>Income from Endowment</b>	\$1,967,151	\$613,549
<b>Average Per Student</b>	\$2,605	\$382

**Comparison Data: ADDITIONAL COMPARISON DATA**

	Peer University	College of Music
<b>Average SCH per FTE Faculty Member</b>	228.3	424.02
<b>Average Expenditure Per SCH</b>	\$729	\$460
<b>Average Expenditure Per Music Major</b>	\$24,805	\$12,174
<b>Majors Per Full-Time Faculty Member</b>	10	16.02
<b>Majors Per FTE Faculty Member</b>	6.4	15.5
<b>Average Salary (Full and P-T) Per Music Major</b>	\$9,910	\$6,174
<b>Faculty Travel</b>	\$162,753 (\$215 per student)	\$105,000 (\$65 per student)
<b>Student Recruitment</b>	\$42,094 (\$57 per student)	\$40,000 (\$25 per student)
<b>Student Travel</b>	\$168,418 (\$223 per student)	\$96,000 (\$59 per student)



## Appendix 12 Strategic Plan Priorities

- Priority 1: Maintain and enhance the quality, size, and professional focus of the faculty.**
- Priority 2: Improve the total number of applications and yield rate, with special attention to balance as required by the specific needs of the College of Music.**
- Priority 3: Adjust curricula to strengthen professional applicability.**
- Priority 4: Work in collaboration with the Division of Advancement to achieve identified goals for the College of Music: 1) Scholarships, 2) Faculty Support, and 3) Student Travel**
- Priority 5: Refine graduate admissions to reflect appropriate attention to academic inclination and English language skills.**
- Priority 6: Establish a resident string quartet.**
- Priority 7: Establish a pre-college music program (parallel to TAMS) that would provide a five-year option for students (high school to college) to complete a Bachelor of Music.**

### **Initiatives for Priority 1: Maintain and enhance the quality, size, and professional focus of the faculty.**

- 1.2.1 Continue to recruit, select, develop, and retain a diverse, highly qualified, and productive faculty appropriate for an internationally recognized College of Music.

Accountable  
College of Music Dean  
Division Chairs

- 1.2.2 Secure new faculty positions for areas whose needs are supported by documented evidence or whose outlined initiatives require a specialization not offered by our current faculty.

Accountable  
College of Music Dean  
Division Chairs

- 1.2.3 Identify highly distinguished candidates to recruit for the COM faculty, in order to enhance the national and international profile of the College of Music. Acquire necessary resources through new funding and re-allocation of existing funds.

Accountable  
College of Music Dean and Division Chairs

- 1.2.4 Maximize formal and informal faculty mentoring practices to foster faculty development and productivity.

Accountable

Associate Dean for Academic Affairs  
Division Chairs

- 1.2.5 Continue efforts to compensate faculty in a manner commensurate with identified peer and aspirational institutions.

Accountable

College of Music Dean

**Initiatives for Priority 2: Improve the total number of applications and yield rate, with special attention to balance as required for successful ensembles, including collaborative piano.**

- 1.1.1 Research and develop additional recruiting strategies that will strengthen existing recruitment practices in order to attract students at all levels and all specializations. Specifically, continue to conduct a geographical analysis each year to determine application patterns (see Geographical Data, Appendix 1)

Accountable

Associate Dean for Admissions

- 1.1.2 Allowing for the cyclical nature of applications, continue to increase the overall number of completed applications by 5% - 10% in the next five years by targeting regional/state/international areas with a history of high applications, and also targeting specific regional/state/international areas that have potential for high application rates (see Application/Admission Data, Appendix 2)

Accountable

Associate Dean for Admissions

- 1.1.3 Without compromising student quality, increase the yield of admitted applicants by 5% over the next 5 years, thus achieving a 55% average yield with a targeted balance of approximately 60% undergraduate, 20% Master's and 20% Doctoral (see Applications/Admissions Data, Appendix 2; also see Peer Comparison Data – Enrollment/Graduation, Appendix 11). Simultaneously, seek to improve the diversity of our student population, particularly African Americans, which is our lowest percentage compared to the University's percentage (see College of Music Ethnicity, Appendix 3)

Accountable

Associate Dean for Admissions

- 1.1.4 Conduct an analysis to determine the extent to which our scholarship deficiencies are impacting the number of those who do not accept admission by choosing another university (see Applications/Admissions Data, Appendix 2; also see Peer Comparison Data - Graduate Assistant/Scholarship Data, Appendix 11).

Accountable

Associate Dean for Admissions  
Associate Dean for Scholarships  
Division Chairs

- 1.1.5 Assess the COM website annually to determine if information is accessible, accurate and updated for current and prospect students.

Accountable

Associate Dean for Academic Affairs  
Associate Dean for Admissions  
Undergraduate Advising and Graduate Advising Office

**Initiatives for Priority 3: Adjust curricula to strengthen professional applicability.**

- 1.1.25 Develop a Certificate in Instrumental Repair, which will provide a targeted career path for those wanting to work in this growing field.

Accountable

Associate Dean for Academic Affairs

- 1.1.15 Reassess the Music Core, with specific objective to ensure that our curricular requirements reflect the changing conditions of the music profession.

Accountable

Associate Dean for Academic Affairs  
Director of Undergraduate Studies

- 1.1.18 Strengthen research and creative opportunities for undergraduate and graduate students, which will require increased financial support for student travel (see Peer Comparison Data, Additional Comparison, Appendix 11).

Accountable

Associate Dean for Academic Affairs  
Director of Undergraduate Studies; Director of Graduate Studies  
Division Chairs

- 1.1.20 Improve the collection of career data for College of Music graduates at both the undergraduate and graduate level. Require each Division to submit complete and up-to-date annual reviews of career data for its students, and integrate the results with

alumni data through collaboration with the Development Office and with Graduate and Undergraduate Advising. The goal should be an accurate sense of the likely career paths of College of Music graduates from every program and at every level.

Accountable

Division Chairs and College of Music Development Office

- 1.1.22 Through the Center for Music and Medicine, develop a formal collaboration with the Texas Center for Osteopathic Medicine, the College of Public Affairs and Community Service, and the College of Education to develop more robust educational services (clinical), research, and community engagement agendas.

Accountable

Director of Music and Medicine

- 2.1.4 Ensure that the curriculum for doctoral students acknowledges the centrality of critical reading, expository writing, and public speaking in the likely career paths of doctoral graduates. Review current degree requirements and advising practices to ensure that students will confront the tasks of critical reading, expository writing, and public speaking in multiple contexts before embarking upon their doctoral document.

Accountable

Director of Graduate Studies and Graduate Degree Committees  
Division Chairs and Area Coordinators

**Initiatives for Priority 4: Work in collaboration with the Division of Advancement to achieve identified goals for the College of Music: 1) Scholarships, 2) Faculty Support (see Priority 1), and 3) Student Travel**

- 1.1.4 Conduct an analysis to determine the extent to which our scholarship deficiencies are impacting the number of those who do not accept admission by choosing another university (see Applications/Admissions Data, Appendix 2; also see Peer Comparison Data - Graduate Assistant/Scholarship Data, Appendix 11).

Accountable

Associate Dean for Admissions  
Associate Dean for Scholarships  
Division Chairs

- 3.1.6 Continue to develop a stronger artistic presence in Dallas, Fort Worth, and other major locations.

Accountable

College of Music Dean  
Division Chairs and Faculty

**Initiatives for Priority 5: Refine graduate admissions to reflect appropriate attention to academic inclination and English language skills.**

- 2.1.1 Undertake a coordinated study of the level of English language skills for entering graduate students. The study should compare admissions standards at the College of Music to those of peer institutions, evaluate the writing examinations administered to incoming graduate students by each program in lieu of the GRE, and recommend changes to ensure that all students are held to standards commensurate with graduate-level coursework.

Accountable

Associate Dean for Academic Affairs  
Director of Graduate Studies  
Graduate Performance Degrees Committee  
Graduate Academic Degrees Committee

- 2.1.4 Develop new centers or areas of curricular emphasis that build on existing strengths in the College of Music, UNT, and the region. Specifically, explore possibilities that would include:
- initiatives that align with our existing connections and endowments for Czech music culture
  - initiatives that would align with UNT's Latina/o and Mexican-American Studies program, for example a Center for Mexican and Latin American Music Studies
  - initiatives to add a Ph.D. in Ethnomusicology, which enhance our curricular diversity and perhaps increase the diversity of our faculty and student population
  - initiatives that take advantage of our strong connection with countries in Asia, as noted by our strong Asian student population in the College of Music and the high application rates from Asian countries. Pursue initiatives that also connect with our already well-established relationship with the Asian community in the DFW area.

Accountable

College of Music Dean  
Associate Dean for Academic Affairs  
Director of Graduate Studies  
Division Chairs

- 2.1.5 Given the responses in the Strategic National Arts Alumni Project (SNAAP) survey, seek to strengthen and expand our existing Career Courses, perhaps leading to a national conference on Arts Leadership or working with the Murphy Enterprise Center to develop a Certificate in Arts Leadership.

Accountable

College of Music Dean and Associate Dean for Academic Affairs

**Initiatives for Priority 6: Establish a resident string quartet.**

- 4.1.4 Establish a resident string quartet that would serve the community and also serve an important role in recruitment.

Accountable  
College of Music Dean

**Initiatives for Priority 7: Establish a pre-college music program (parallel to TAMS) that would provide a five-year option for students (high school to college) to complete a Bachelor of Music.**

- 1.1.10 Using the Texas Academy for Math and Science (TAMS) as a model, explore the potential of developing a pre-college program that allows top high school students to enroll for college credit.

Accountable  
College of Music Dean  
Associate Dean for Academic Affairs  
Council of Division Chairs

## Appendix 13

### Overview of Strategic Assignments

College of Music Dean	Associate Dean for Academic Affairs	Associate Dean for Admissions	Associate Dean for Operations	Assistant Dean for Scholarships	Division Chairs	Director of Graduate Studies	Director of Undergraduate Studies	Advising
1.1.7	1.1.5	1.1.1	1.1.23	1.1.4	1.1.4	1.1.13	1.1.8	1.1.5 (U&G)
1.1.10	10108	1.1.2	1.1.24	4.4.9	1.1.6	1.1.18	1.1.11	1.1.8 (U)
1.1.12	1.1.10	1.1.2	3.2.8		1.1.7	2.1.1	1.1.12	1.1.11(U)
1.1.16	1.1.11	1.1.4	3.2.9		1.1.10	2.1.2	1.1.15	1.1.13 (U&G)
1.1.23	1.1.12	1.1.5			1.1.17	2.1.4	1.1.16	3.1.1 (U&G)
1.1.24	1.1.13	1.1.6			1.1.18	2.1.5	1.1.18	
1.2.1	1.1.14	1.1.7			1.1.20	2.1.6	3.1.1	
1.2.2	1.1.15	1.1.9			1.1.21 (MUED)	2.1.7		
1.2.3	1.1.16	1.1.23			1.2.1			
1.2.5	1.1.17				1.2.2		<b>Development</b>	<b>Music and Medicine</b>
1.2.6	1.1.18				1.2.3		1.1.20	1.1.22
2.1.2	1.1.19				1.2.4		3.1.1	
2.1.3	1.1.21				2.1.2		3.1.2	
2.1.7	1.1.23				2.1.4		3.1.3	
3.1.4	1.2.4				3.1.6		3.1.4	
3.1.5	1.2.6				3.2.9		3.1.5	
3.1.6	2.1.1				4.1.1			
3.1.7	2.1.2				4.1.2			
3.2.9	2.1.3				4.1.3(P)			
4.1.1	2.1.5							
4.1.2	2.1.6							
4.1.3	2.1.7							
4.1.4								