

Davidson College Music Department Strategic Plan Spring 2005

Mission Statement

Dating back to its presence in the medieval quadrivium, music has been integral to the liberal arts curriculum. In this tradition, Davidson College recognizes that a complete liberal arts education includes the study of music. The mission of the Music Department is to teach students how to think, create, perform, and communicate, and to do so in a critical, expressive, and articulate manner. We offer a stylistically and culturally diverse curriculum. For major and non-major alike, this curriculum provides challenging encounters with the multi-faceted perspectives inherent in the study of music. Like all majors at Davidson, a major in music prepares the student for a wide variety of career choices. For the student pursuing music beyond the Davidson experience, the department offers a rigorous and thorough preparation for graduate study. Finally, the mission of the department includes cultural enrichment for the college community through performances, lectures, and master classes. In all of our endeavors, we seek to instill passion for music, music making, and its reception.

Core Processes

1. The music major and the music minor
2. Course offerings for majors or non-majors
3. Performance instruction from resident and visiting instructors
4. Performing ensembles: Concert Choir, Chamber Singers, Symphony Orchestra, Wind Ensemble, Jazz Ensemble, African Drumming Ensemble, Flute Choir, and Chamber Ensembles
5. Participation in interdisciplinary programs: Film and Media Studies, Humanities, Center for Interdisciplinary Studies, East Asian Studies, and South Asian Studies
6. The Davidson College Concert Series
7. Classical Indian Music Series and other non-western music concerts
8. Concerts by students, faculty, and visiting artists
9. Career counseling, including assistance in securing admission to graduate programs
10. Selection of materials for Music Library
11. Maintaining Sloan Music Center, Tyler-Tallman Hall, and our musical instruments
12. Electronic Music Studio and Digital Keyboard Lab
13. Music Scholarships
14. Providing music for major institutional functions: Commencement, Baccalaureate, Convocation, and Vespers

Identification of Constituents

1. Customers
 - a. Students
 - b. Students taking private lessons
 - c. Community, in particular, the art community of
 - i. Davidson, North Mecklenburg and South Iredell counties
 - ii. Region and nation through tours, WDAV, papers, concerts, articles
 - d. Alumni
 - e. Parents
 - f. Prospective students
 - g. Graduate programs in music
 - h. Davidson College (music for institutional events)
2. Supporters
 - a. Administration
 - b. Donors and Endowments
 - c. WDAV
 - d. Friends of the Arts
 - e. The Pines at Davidson
 - f. Faculty Study and Research Committee
 - g. Regular concert and lecture attendees
 - h. Parents
 - i. Ensemble tour supporters: parents, ministers, alumni, hosts
3. Partners
 - a. Library
 - b. College Communications
 - c. Admissions
 - d. College Relations, Development, and Alumni
 - e. Student Life
 - f. DCPC
 - g. Friends of the Arts
 - h. Davidson faculty
 - i. Adjunct music faculty

Core Values

The Music Department believes in

1. The importance of studying music
2. The relevance of music to a liberal arts education
3. Preserving and understanding our shared traditions while encouraging innovation
4. The creation of beauty
5. The value of discipline and critical perspective
6. Promoting diversity
7. Striving for excellence and breadth in our endeavors
8. Displaying joy, enthusiasm, and teamwork in our teaching, learning, and mentoring

Vision

In five years, the Davidson College Music Department:

1. Will be perceived as the best liberal arts college choice for music among non-conservatory peer institutions
2. Will have a core of engaged music majors and minors that is representative of an institution of our size and consistent from year to year
3. Will have expanded in all areas (classroom, ensembles, and applied lessons) due to student demand
4. Will be recognized as a regional center for the performing arts
5. Will see the Sloan Music Center and its technological resources fully utilized by faculty and students

Internal and External Environment Analysis

1. Strengths
 - a. Passion and dedication for teaching
 - b. Good enrollment numbers for elective classes (non-majors) and applied lessons
 - c. The new Sloan Music Center and Tyler-Tallman Hall
 - d. Breadth and diversity in course offerings
 - e. Willingness to go beyond call of duty
 - f. Good placement record of majors into graduate schools
 - g. The Music Library, an excellent music librarian, and a generous acquisition budget
 - h. Attract guest artists of national and international stature by sponsoring and directing the Concert Series
2. Weaknesses
 - a. Limited endowment resources
 - b. Low numbers of music majors and minors
 - c. Low emphasis on incorporating technology in our work
 - d. General understaffing
 - e. Shortage of small studio and teaching spaces
 - f. Absence of a strategic plan
 - g. Unclear definition of the role of the chair
3. Opportunities
 - a. Intergenerational wealth transfer will lead to greater fundraising opportunities
 - b. The new Sloan Music Center and Tyler-Tallman Hall will provide more opportunities to show our "products"
 - c. Technology will allow new ways of creating music, provide greater access to music and music archives, and enable the delivery of music scores and recordings
 - d. Population increase in North Mecklenburg
 - e. The greater educational opportunities that arise as Charlotte becomes the regional center for the arts

4. Threats

- a. Culture that values technology and automation over human skill and achievement
- b. Perception of music as magic rather than the result of diligent work and practice
- c. Music is viewed as an impractical career
- d. The music major is viewed as unable to provide skills as important as other majors
- e. The Music Department primarily as service organization for campus events
- f. Music industry, which emphasizes entertainment over art through the commercialization of music
- g. Diminishing public funding for the arts

Critical Issues

The following critical issues must be addressed and resolved in order to achieve the vision of the Music Department:

1. The lack of a recruiting strategy for prospective students
2. The low number of music majors and minors
3. The small monetary value of merit scholarships
4. The high attrition and absentee rates in ensembles
5. The inadequate marketing of the Music Department and the new Sloan Music Center
6. The lack of staff to manage Tyler-Tallman Hall, coordinate publicity, and direct the Concert Series
7. The shortage of classroom faculty
8. The lack of small teaching and studio spaces
9. The inadequate funding for maintaining and replacing musical instruments, in particular the pianos
10. The absence of follow-through to address and repair problems in the design and construction of the Sloan Music Center

Goals & Strategies

1. Goal: Increase the number of prospective students who will be active participants in the Music Department as majors, minors, and members of ensembles
Strategies:
 - a. Work with Admissions to:
 - Develop a recruitment strategy targeting prospective students
 - Obtain more space in admissions brochures
 - Improve admissions tour guides' communication about the department
 - Purchase name and address mailing lists of music honors high school students and create a directed mailing campaign
 - b. Work with College Communications to:
 - Design and publish a Music Department brochure
 - Design and publish a Sloan Music Center and Tyler-Tallman Hall brochure
 - Increase press coverage of student accomplishments in order to attract prospective students
 - c. Work with Development to:
 - Increase our total scholarship endowment
 - Increase the amounts of individual merit awards in order to make them more competitive and attractive to the prospective student
 - d. Work with Admissions and Development to:
 - Create merit scholarships for prospective students who are interested primarily in composition, music history or music theory
 - e. Continue to develop and enhance our web presence, especially the portions of our web site directed to prospective students

2. Goal: Increase the number of current students who will be active participants in the Music Department. The influx of students will increase the number of:

Courses offered from 22 to 28

Students enrolled in classes from 320 to 400

Students taking individual performance study from 130 to 170

Strategies:

- a. Encourage students whose engagement with the Music Department is exclusively with one area represented (applied lessons, ensembles, or courses) to participate in more or all areas
- b. Review the content of course offerings and determine if:
 - Changes are necessary in current offerings
 - New courses should be developed
 - New interdisciplinary music courses should be developed
 - A significant subdiscipline is currently absent from Music Department offerings (for example, African-American music) and should be offered. If courses in a new subdiscipline are warranted, or if more courses in subdisciplines currently represented are desirable, an additional faculty may be an option
- c. Promote music and the Music Department within the college by increasing our participation in interdisciplinary endeavors, such as the Humanities Program, the "W" courses, and the various Concentrations which include, or could include, music courses

3. Goal: Increase the number of music majors and minors to 6–8 each per class
Strategies:
 - a. Develop a recruitment strategy targeting current students
 - b. Review the requirements for the music major and minor, and determine if changes are necessary
 - c. Work with Development to create music awards specifically for music majors
 - d. Reach out to parents and students and address possible misperceptions regarding majoring and minoring in music
 - e. Work with Career Services to present students a varied and appealing palette of career options for the music major
 - f. Promote vigorously the success stories of former music majors, in particular, those who have careers in fields other than music
4. Goal: Increase the number and amount of merit scholarships
Strategies:
 - a. Work with Development to increase our merit scholarship endowment
 - b. Collect scholarship data from peer institutions to determine competitive levels for our awards
 - c. Create merit scholarships for prospective students who are interested primarily in composition, music history, or music theory
5. Goal: Reduce the attrition and absentee rates for the ensembles
Strategy:
 - a. Work with the Educational Policy Committee and the Office of the Registrar to explore credit and grading for ensembles
 - b. Work with the Educational Policy Committee and the Dean of the Faculty to codify and enforce end-of-school day policy

6. Goal: Develop a marketing strategy to promote the Music Department, the new Sloan Music Center and Tyler-Tallman Hall, and the many concerts, recitals, lectures, and events the department sponsors

Strategy:

- a. Work with College Communications to:
 - Increase press coverage of Music Department events
 - Expand the publicity for the Concert Series
 - Ensure the accuracy of articles and press releases
 - b. Work with Development to:
 - Increase the funding for the successful Concert Series
 - Create new types of concert programming, such as a permanent World Music or Jazz series
 - c. Work with WDAV to
 - Increase on-air promotion, especially during peak listening hours, of concerts, recitals, and other events sponsored by the Music Department
 - Create a regular schedule of broadcasts of select student and faculty concerts
 - Explore the possibility of recording and broadcasting Concert Series events
7. Goal: Create staff positions to
- a. Manage Tyler-Tallman Hall
 - b. Coordinate publicity
 - c. Direct the Concert Series

The responsibilities of the Sloan Music Center Technical Director would include the management of Tyler-Tallman Hall for department and college events, audio and video recording of Music Department events, operating the hall's lighting system, maintaining all the electronic equipment of the Sloan Music Center, and supervising student workers

The publicity coordinator would create and distribute press releases, programs, posters, and flyers. The director of the Concert Series would be responsible for all planning, booking, transportation, hospitality necessary for the series. Conceivably, coordinating publicity and directing the Concert Series could be done by the same person

- Strategies:
- a. Document the nature and amount of volunteer work by faculty and students that is currently required to operate Tyler-Tallman Hall, publicize events, and direct the Concert Series
 - b. Compile a list of deficiencies that lead to substandard productions at this time
 - c. Collect concert hall managerial practices from peer institutions
 - d. Articulate clearly and justify this need to the college administration
8. Goal: Achieve optimal number of classroom faculty
- Strategies:
- a. Work with Administration to address and adjust current FTE distribution (Music Department has 6 FTEs; however, 4.8 FTEs are in the classroom and 1.2 FTEs direct ensembles)
 - b. Gather data from peer institutions on the number of regular appointments and FTE-student ratios
 - c. Review current curriculum and determine if courses currently listed in the College Catalog are not offered, or offered sporadically, due to lack of personnel
9. Goal: Create additional studios and small teaching spaces
- Strategy:
- a. Work with Physical Plant and the Registrar to more effectively utilize Sloan 100 and 102
10. Goal: Create additional funds for instrumental maintenance and replacement and, in particular, eliminate the need for leasing pianos
- Strategy:
- a. Work with the Administration to identify funding sources
 - b. Explore if the Sloan Music Building endowment could be used for such purposes
11. Goal: Address and repair problems in the design and construction of the Sloan Music Center
- Strategies:
- a. Inventory problems of building design that prevent effective use of the Tyler-Tallman Hall, classrooms, and other areas
 - b. Inventory what needs to be repaired or replaced
 - c. Work with Administration and Physical Plant to address these issues