

WAYNE STATE UNIVERSITY

Department of Music

2023-2028 Strategic Plan

Department of Music Mission:

The Department of Music cultivates music as a contemporary and global art, grounded in a long historical tradition, by combining higher education with professional training.

Building on the strengths of its geographic and cultural setting, the Department maintains public access to its performances and degree programs, offers high-level professional and academic standards, unique creative and scholarly opportunities appropriate to a large research university, and cultivates a deep aesthetic understanding of music in our students and the larger urban arts community.

Research and Discovery

Creation of new knowledge, understanding and creative expression drives us to be leading musicians and scholars in our fields. We strive to acknowledge the history and traditions of our fields while working to extend the boundaries of knowledge and practice.

Goal 1: Nurture and expand the creativity and research mission.

The Department is committed to supporting and developing faculty through their careers. The department assists faculty in meeting their obligations to fully participate in research and creative activities as well as fulfill their roles as scholars, teachers, and mentors.

Objective: Develop a culture of faculty sharing of experiences.

Strategy: Include as an agenda item during faculty/staff meetings an opportunity for faculty to share research/creative activity.

Objective: Increase number of grants awarded to faculty.

Strategy: The Associate Chair will invite a representative from CFPCA to present a departmental workshop on grant availability and grant writing.

Goal 2. Enhance our “distinctively Wayne State” pipeline for student researchers and creative artists.

Working within a premiere institution in the heart of a major U.S. city, faculty and students can engage as participants and consumers in the vibrant performing arts community that surrounds them. The Department places a greater emphasis on performance.

Objective: Increase interaction and strengthen partnership with Detroit Public Schools Community District.

Strategy: Increase placements for field work, student teaching, performance, and educational events.

Objective: Increase the number of student performances on campus.

Strategy: Aid in locating possible campus venues for student performances

Goal 3: Communicate and expand awareness of excellence in research and creative activities.

We are aware that national and international visibility are necessary to recruit talented students and faculty. We better serve our students and Metropolitan Detroit when we bring national and international attention to our department.

Objective: All program concentrations will increase national visibility.

Strategy: The department will significantly expand its national visibility through its web and social media.

Strategy: The department will encourage faculty initiatives to host regional and national meetings and conferences on campus.

Teaching, Learning and Student Success

The Department of Music strives to incorporate relevant knowledge and understanding into student-centered curricula on an ongoing basis. By doing so we ensure the rigor and currency of our academic programs. We believe student-centered learning occurs through the collaboration between faculty and students.

Goal 1: Enhance a culture that values teaching excellence.

We accept and support the challenge of being engaged teachers.

Objective: Seek paths to continually improve the quality, and effectiveness of our teaching.

Strategy: Institute structured and/or unstructured peer review of faculty.

Objective: Expand opportunities for full and part-time faculty to engage in scholarly and creative activity.

Strategy: Create and expand current lecture series, discussion panels, and performance opportunities to foster a climate for professional growth.

Strategy: Schedule two meetings annually for full and part-time faculty to share scholarly and creative activities.

Strategy: Schedule meetings for ensemble directors to engage with education faculty to discuss the needs of students seeking teaching careers.

Goal 2. Continually Improve the delivery of instruction and learning outcomes.

Professional development is vital to the success of student scholars and performers.

Objective: Continue to develop and promote internship opportunities or internal Opportunities, and entrepreneurship guidance for students for practical professional development.

Strategy: Ensure that students have either internship, field experience and/or mentorship opportunities.

Goal 3: Create a process for evaluating curricula on an ongoing basis.

Regular evaluation of curricula is necessary to ensure that offerings are relevant in the context of professional needs.

Objective: Engage alumni network (stakeholder review) to inform curricular revision related to current trends in the field.

Strategy: Engage alumni for feedback regarding current hiring and professional trends and requirements.

Strategy: Use feedback from the alumni to revise Degree Program Learning Outcomes and Course Learning Outcomes.

Objective: Review learning outcomes periodically to drive continual improvement of program and course levels.

Strategy: Review Course Learning Outcomes of two courses per term with the area coordinator & instructor(s) of record. The review will be feedback oriented.

Goal 4. Develop student awareness of career paths and opportunities.

Contact with professionals from outside the department is essential to student development and success.

Objective: Engage professionals from various disciplines to inform students about opportunities in their fields.

Strategy: Invite guests regularly to present their career experiences.

Goal 5. Develop a means for students to take on leadership roles within the department student body.

Student engagement in advisory organizations is empowering and contributes to healthy culture within the Department.

Objective: Develop a Student Advisory Board or Student Council.

Strategy: Develop a mission statement, by-laws or rules, department oversight, and the reporting method.

Outreach and Engagement

The University's mission statement stresses the importance of impacting both the local and global communities by meaningful engagement and collaborations in its urban community. The Department of Music cultivates a deep aesthetic understanding of music both in our students and the larger urban arts community.

Goal 1: Continue to enhance our leadership in the artistic revitalization of Detroit.

- 1.1 The Department has had a long history of providing musical performances to residents throughout the Metropolitan Detroit area. They have occurred both on and off campus.

Objective: To build audiences through the promotion of student and faculty performances, lectures, and concerts on campus and in the Greater Detroit Community.

Strategy: Establish and promote the Gretchen Valade Center as the primary performance space for all student ensembles, faculty performances, and guest artists.

Strategy: The department will develop effective ways of informing campus residents and residents of Midtown and the Greater Detroit area of the extraordinary professional and student performances.

Strategy: The department public relations staff member will work with the Dean of Students and other campus offices to heighten awareness of music events.

Strategy: With the assistance of Music Technology faculty, ensemble directors will provide audio recordings of student and faculty concerts for the purpose of submitting them to WAYN Radio, WRCJ and WDET for broadcast.

Strategy: Seek resources to implement live streaming of ensemble performances.

- 1.2 As the only Research 1 and NASM accredited institution in Metropolitan Detroit, the department has partnered with several musical arts organizations in the area.

Objective: Strengthen and build partnerships with major musical and arts institutions in Metropolitan Detroit.

Strategy: The Music Department chair or faculty will meet with administrators of Detroit premier arts institutions including Detroit Symphony Orchestra, Detroit Opera, Chamber Music Detroit, New Music Detroit, etc. to strengthen relationships and increase opportunities for student engagement.

- 1.3 Develop recruitment opportunities by increasing enrichment and developmental activities for students and adult community stakeholders.

Objective: To build a sustainable musical culture which assures the involvement of the community in musically enriching activities on campus that will attract more students to WSU.

Strategy: Find funding to renew a community chorus, such as the Detroit Choral Society, which occasionally joins WSU students in performances with the DSO at Orchestra Hall.

Strategy: Develop an alumni band, orchestra, jazz band, or chorus to perform annually.

Strategy: Reach out to alumni to review the community engagement offerings of the department and recommend other programs which may bolster recruitment success and the alumni investment of funds.

Strategy: Music Education faculty host meetings of area alumni who have taught or are currently teaching.

Strategy: Resume hosting the annual MSVMA Choral Festival at WSU and seek ways of involving voice, choral and Music Education faculty as adjudicators and/or clinicians.

Strategy: Encourage hosting of professional development activities and workshops for area music educators, conductors, and students.

Diversity, Equity, and Inclusion

We strive to cultivate an inclusive environment where diversity is valued broadly. We value every person to contribute to our diversity of artistry and thought. We remain committed to improving the representation of groups that have been underrepresented. We seek to close educational opportunity gaps through programs and policies that emphasize equity.

Goal 1: Create an inclusive department where every group is welcome and each individual feels valued.

We seek to create an inclusive environment that values and embraces the diversity of all its members. In this, we recognize the importance of recruiting and retaining students, faculty, and staff from underrepresented groups; celebrating and promoting further involvement with diverse populations (racial, ethnic, gender, LGBTQ, people with disabilities, international, and veterans); promoting cultural awareness and understanding through the performing arts; sharing our challenges and successes with the university and wider community.

Objective: Continue to increase the understanding and application of diversity and inclusion through the performing arts.

Strategy: Include concert programming that presents a diverse representation of composers, genre, and musical traditions.

Objective: Design and implement recruitment strategies that result in increased numbers of underrepresented students, faculty, and staff.

Strategy: Work with the Office of Diversity Equity and Inclusion to provide workshops and seminars on recruiting underrepresented students and faculty.

Strategy: Create opportunities for recruitment events and collaborations with students and teachers within the DPSCD.

Objective: Support the enhancement or establishment of structures, events, and activities designed to promote greater multicultural and intercultural awareness, interaction, and understanding.

Strategy: Seek student performance and collaboration opportunities in diverse communities throughout the Metropolitan Detroit area at festivals, community celebrations, etc.

Goal 2. Implement and enhance academic programs and policies focused on diversity, equity, inclusion, and intercultural competencies.

It is imperative that students be prepared to live in a multicultural world. We aim to create academic programs that encourage multicultural and intercultural understanding and promote artistic work and scholarly dialogues centered issues of diversity, equity, and inclusion.

Objective: Develop and enhance programs and course content that fosters intercultural competence and builds awareness of diversity, equity, and inclusion issues in music fields.

Strategy: Support intercultural and/or international study and performance opportunities for students and faculty.

Strategy: Continue to diversify content for General Lectures and Concerts (i.e., guest lecturers/performances from various genres, scholarly presentations on ethnomusicology, etc.).

Financial Sustainability and Operational Excellence

Enrollment is the primary driver of financial sustainability for the Department of Music. We must challenge ourselves to discover new and more effective ways to increase enrollment.

Goal 1: Increase Enrollment.

- 1.1 The Department seeks to strategically grow its disciplinary enrollment at both the undergraduate and graduate levels.

Objective: Determine barriers to student enrollment.

Strategy: Form a committee to look at access to the Department of Music and implications for enrollment.

Objective: Increase options and program offerings to increase enrollment.

Strategy: Develop goals for program modifications and development based on committee findings.

Strategy: Develop graduate certificate programs.

Strategy: Consider adding curricular plan options to graduate degree programs.

Strategy: Explore the possibility of restarting the Master of Music in Music Education program.

- 1.2 The Department seeks to grow its enrollment through local and regional recruiting efforts for specific programs and with the renewed emphasis on recruiting student artists and practitioners.

Objective: Increase our visibility in Detroit and surrounding areas.

Strategy: Enhance our recruitment activities through greater use of outreach programs, social media, and increased ensemble performances on and off campus.

Strategy: Curriculum committee will meet with area heads to determine if undergrad certificate programs could be developed and how to implement them.

Strategy: Explore the feasibility of starting summer or weekend music prep program opportunities for adults and high school students.

Strategy: Promote dual enrollment opportunities for High School students.

Strategy: Increase efforts to involve non-majors in ensembles and other courses.

Strategy: Increase our community presence by promoting off-campus performances and workshops.

Strategy: Continue to develop stronger ties with area community colleges and high schools. This includes developing and enhancing high school honors programs in all performance areas.

Strategy: Offer workshops on various aspects of the music industry for prospective students.

- 1.3 The Department seeks to grow enrollment appropriately through strategies of targeted and engaged marketing.

Objective: Expand use of social marketing and enhanced web presence and web-based recruitment.

Strategy: Work with university marketing and admissions to implement comprehensive recruitment program.

Evaluation

The Department will discuss implementation of strategies and evaluate progress made toward achieving the goals stated in the Strategic Plan on a regular basis during faculty/staff meetings in August before the start of the fall semester, in January before the start of the winter semester, and in May at the close of the winter semester.