Program Write-up with Task Force Comments

MUS Music

Program Summary

**Task Force:** Thank you for the time and effort you put forth in your report. The potential for positive impacts are evident throughout the report; however, we recognize the need for the university to determine its funding for the accreditation or need to pursue philanthropic support. Through the USAP process, we are working to create a culture of continuous improvement; setting specific and measurable goals is an important step in the process of moving IPFW toward this culture of improvement. Part of this effort is getting individuals and units at IPFW to think differently about planning and the future. The work of Music is critical to IPFW and we greatly appreciate the time you spent on this significant endeavor. Thank you again for being part of this important initiative.

**Criterion:** #1: Mission - How does your unit support the mission of the university? This may include your mission and vision statements. (no more than 200 words)

**Question:** Mission - How does your unit support the mission of the university? This may include your mission and vision statements. (no more than 200 words)

**Music Department Mission**

The IPFW Department of Music prepares students for careers as professional musicians and serves the university, the Greater Fort Wayne area, and the communities of northeastern Indiana as a musical center and cultural resource.

**Vision**

The IPFW Department of Music will be recognized nationally for the outstanding quality and value of its undergraduate programs in music. Housed in an exceptional facility for music study and performance and supported by a network of significant community partnerships, the department will be noted for its position as the major musical resource for northeastern Indiana. Faculty will be known for the excellence of their performance and scholarship as well as their contributions to the culture of the university and their professions. Graduates will be respected for their comprehensive preparation to be scholars, performers, and practitioners in their chosen careers.

**Values:**

- A vibrant academic environment that respects creativity, intellectual inquiry, and scholarly collaboration
- A culture of excellence that upholds the highest academic, artistic, and ethical standards
- Intentional development of each student’s potential through interaction with engaged artist teachers and scholars
- Musical enterprises that encourage discovery and appreciation of a diversity of musical styles, genres, traditions, and points of view
- The merit, integrity, and significance of the Indiana University degrees it awards

**Criterion:** #2: Accomplishments - Please list significant accomplishments from the last three years as they align with Plan 2020 goals
**Question:** I. Foster Student Success - Please list significant accomplishments from the last three years as they align with Plan 2020 goal area I: Foster student success.

- In preparation for the department’s NASM accreditation process, developed a Performance Benchmarks document that identifies expectations in applied music at the entry, mid-degree, and exit levels of study in every applied area and guides faculty in initial placement and ongoing assessment of students.
- Obtained internal grants to replace and implement instruments ($110,000) and to replace the piano lab ($26,400).

**Question:** II. Creation of Knowledge - Please list significant accomplishments from the last three years as they align with Plan 2020 goal area II: Promote the Creation, Integration, and Application of Knowledge.

- Expanded and continued internships for students in music therapy, music education, and music and an outside field (e.g., VA Hospital in Marion, area school corporations, Fort Wayne Children’s Choir, WFWA, Sweetwater Sound, Parkview Field).
- Expanded the scope of departmental recruitment efforts and began to systematize awarding of scholarships.

**Question:** III. Regional Hub - Please list significant accomplishments from the last three years as they align with Plan 2020 goal area III: Serve as a Regional Intellectual, Cultural, and Economic Hub for Global Competitiveness.

- Consistently offered a full series of public concerts, recitals, and master classes (average number of performances: 26 per semester; average number of tickets sold: 4353 per semester).

**Question:** IV. - Create a Stronger Univ - Please list significant accomplishments from the last three years as they align with Plan 2020 goal area IV: Create a Stronger University through Improving the Support of Stakeholders and the Quality and Efficiency of the Organization.

- Completed the ten-year Self-Study to renew accreditation by the National Association of Schools of Music; hosted a successful visit by the accreditors; received a positive visitors’ report indicating that virtually all NASM standards are being met. Decision to be made in May 2015.

**Question:** Other Accomplishments - Please list any other significant accomplishments from the last three years that do not align with Plan 2020.

- Partnered with WFWA to present live broadcast of December Holiday Concert; ongoing project.
- Supported faculty and students who presented research and performed in international venues (International Congress of Music Therapy, Operafestival di Roma).
- Sponsored master classes and recitals by several composers and performers; hosted premiers of works by faculty composers.
- Maintained departmental YouTube channel featuring faculty and student performance.

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**Criterion:** #3: Accreditations - Program specific accreditation and status
Question: Accreditations - What program-specific accreditations and status do you have, if any?

Accreditation by National Association of Schools of Music (NASM) and American Music Therapy Association (AMTA).

Question: Constraints/Benefits - How do these accreditations constrain or benefit the work of your unit, if applicable?

These accreditation processes benefit the department by maintaining the curriculum according to a set of rigorous standards and clarifying with administrators the expectations of each accrediting agency.

Criterion: #4: Laws and Mandates - Federal and state laws or mandates that your unit addresses

Question: Federal and State Laws - What federal and/or state laws or mandates do you address, if any?

- State guidelines for music teacher licensing candidates and national guidelines for the preparation of music therapy board certification candidates
- Mandates common to other IPFW units: HB1220, general education directives, Fifteen to Finish initiative

Question: Constraints/Benefits - How do these federal and state laws or mandates constrain or benefit the work of your unit?

- It is impossible to meet prepare music educators and music therapists for their professional exams and careers within 120 credit hours.

Criterion: #5: Inefficiencies - Activities that you spend resources on inefficiently or in ways that do not support the mission.

Question: Inefficient use of resources - On what activities, if any, do you spend resources (money, time, people, etc.) inefficiently or in ways that do not support the mission of your unit or the university? List as many as apply.

- Although the department values its community partnerships, the space allocated to the companies-in-residence for storage of equipment and music has meant that the department has run out of space for its own needs and now rents additional storage space from the university (Ginsberg) to store its own equipment.
- Other community-serving ensembles with a non-for-credit option (Orchestra, Choral Union) do not charge a participation fee, but the department purchases music, provides space and equipment, and pays an instructor for these ensembles.

Criterion: #6: IR and Budget Review - Review of your department profile and budget
**Question:** Contextualize IR data - Upon review of your IR Department Profile (for academic units) and FY 14-15 Budget information, are there any data you want to correct or contextualize? To view your profile or budget visit the Office of Institutional Effectiveness website: http://www.ipfw.edu/offices/ir/profiles/

- Comparison of FR/So majors and JR/SR majors over the past eight years indicates that retention of students to the upper level courses has improved significantly, from about 40% upperclassmen from 2006 – 2011, to almost 60% upperclassmen in 2013-14. This shift may well reflect the recruitment and admission of more proficient students as well as results of mentoring efforts to support and retain students.
- The budgets for S & E and LTLs are consistently inadequate to serve the department’s needs. Allocations for the two clerical positions are also inappropriately low. The chair’s secretary is paid far below her level of responsibility, and the amount available for the department secretary position severely limited the recent hiring process.

**Criterion:** #7: Goal One - In this criterion, you will identify your unit goals and tell us how they align to Plan 2020, how they are measured, and what resources you need to meet them.

**Task Force:**

1. Comment on the specificity of the goal:
   - High

2. Comment on the goal's measures:
   - Clear

3. Comment on the unit’s ability to achieve the goal (include a consideration of the departmental profile and budget data):
   - Likely

4. Comment on the goal’s relevance:
   - High

5. Comment on the timeline of the goal:
   - Appropriate

Possible opportunities for collaboration or suggestions for addressing a gap:

- Work with Development on fundraising initiatives and Marketing Communications on promotions

**Question:** Unit Goal - What is your unit goal?

Establish an endowed concert series to bring notable guest artists, composers, and/or ensembles to campus to interact with students and present public concerts.

**Question:**
IPFW Goal - What 2020 goal(s) does this unit goal align with? List as many as apply. If it does not align, you may write “NA” or clarify.

III.B.

Provide access to outstanding intellectual programming.

III.C.

Produce and sponsor outstanding cultural and artistic programming.

III.D.

Provide non-credit enrichment experiences for the community.

**Question:** Priority Level - Is the unit goal high, medium, or low priority? Limit your high-priority unit goals to 3 to 5.

High

**Question:** Actions - What action(s) does your unit plan to take to support this unit goal?

Establish a committee of faculty, alumni, and community partners to define the parameters of this series and to begin establishing a donor base.

**Question:** Metrics - With what metrics will you assess progress toward accomplishing this unit goal on an annual basis?

Series will be in place for the 2016-17 academic year

**Question:** Resources - Are you able to accomplish this unit goal with your current resources?

No

**Question:** Needed Resources - If you don’t have enough resources, what additional resources do you need to accomplish this unit goal?

Underwriting by external sources

**Question:** Challenges - What challenges, other than financial resources, might affect your progress toward accomplishing this unit goal?
Faculty will need to work together so that all areas of the program are served fairly

**Question:** Timeline - If achieving this unit goal will take longer than one year, what is your timeline for implementing and accomplishing it?

In place by Fall 2016

**Criterion:** #8: Goal Two - In this criterion, you will identify your unit goals and tell us how they align to Plan 2020, how they are measured, and what resources you need to meet them.

**Task Force:** 1. Comment on the specificity of the goal:

   High

2. Comment on the goal's measures:

   Appropriate but would benefit from baseline measurements

3. Comment on the unit’s ability to achieve the goal (include a consideration of the departmental profile and budget data):

   Likely—dependent on coordination and cooperation of faculty

4. Comment on the goal's relevance:

   High

5. Comment on the timeline of the goal:

   Appropriate

   Possible opportunities for collaboration or suggestions for addressing a gap:

   None

**Question:** Unit Goal - What is your unit goal?

   Alignment of written, aural, and keyboard theory goals and curricula

**Question:** IPFW Goal - What 2020 goal(s) does this unit goal align with? List as many as apply. If it does not align, you may write “NA” or clarify.
I.A.1.

Improve quality and fidelity of assessment process of degree/certificate programs, General Education program, and Baccalaureate Framework with dedicated resources.

I.A.2

Use assessment data to improve student learning.

I.B.4.

Expand use of high-impact instructional and advising interventions.

**Question:** Priority Level - Is the unit goal high, medium, or low priority? Limit your high-priority unit goals to 3 to 5.

High

**Question:** Actions - What action(s) does your unit plan to take to support this unit goal?

Develop and administer more comprehensive assessment tools beginning with admission/placement; analysis of curriculum in all three areas; hiring/assigning appropriate personnel to oversee and teach

**Question:** Metrics - With what metrics will you assess progress toward accomplishing this unit goal on an annual basis?

Analysis of student success in each semester of the sequence of courses

**Question:** Resources - Are you able to accomplish this unit goal with your current resources?

Possibly. Goal would be accomplished more efficiently under the direction of a designated coordinator of theory, whether that responsibility is given to a current faculty member or is part of a new position.

**Question:** Needed Resources - If you don’t have enough resources, what additional resources do you need to accomplish this unit goal?

NA

**Question:** Challenges - What challenges, other than financial resources, might affect your progress toward accomplishing this unit goal?
Written, aural, and keyboard theory have functioned independently and without shared goals. Alignment will involve several courses and cooperation among several instructors.

**Question:** Timeline - If achieving this unit goal will take longer than one year, what is your timeline for implementing and accomplishing it?

Two years to gather data and track success.

**Criterion:** #9: Goal Three - In this criterion, you will identify your unit goals and tell us how they align to Plan 2020, how they are measured, and what resources you need to meet them.

**Task Force:** 1. Comment on the specificity of the goal:

   High

2. Comment on the goal’s measures:

   Clear

3. Comment on the unit’s ability to achieve the goal (include a consideration of the departmental profile and budget data):

   Unable to determine without additional information

4. Comment on the goal’s relevance:

   High

5. Comment on the timeline of the goal:

   Appropriate

   Possible opportunities for collaboration or suggestions for addressing a gap:

   None

**Question:** Unit Goal - What is your unit goal?

Increased enrollment of fully-admitted degree-seeking students to 180.

**Question:** IPFW Goal - What 2020 goal(s) does this unit goal align with? List as many as apply. If it does not align, you may write “NA” or clarify.
Identify and develop signature programs that respond to regional needs, build on faculty expertise, and uniquely distinguish IPFW from other institutions.

Develop activities and experiences that promote success in student achievement through programs with strong student learning outcomes, high graduation rates, and strong job placement prospects.

Identify gaps in academic and program offerings and prioritize programs for creation, expansion, merging, or cessation.

**Question:** Priority Level - Is the unit goal high, medium, or low priority? Limit your high-priority unit goals to 3 to 5.

High

**Question:** Actions - What action(s) does your unit plan to take to support this unit goal?

Coordinated recruitment efforts in an expanded geographical area, including sponsoring tours by large and small ensembles.

**Question:** Metrics - With what metrics will you assess progress toward accomplishing this unit goal on an annual basis?

Number of students accepted as 300- and 400-level degree-seeking students.

**Question:** Resources - Are you able to accomplish this unit goal with your current resources?

No

**Question:** Needed Resources - If you don’t have enough resources, what additional resources do you need to accomplish this unit goal?

Guaranteed financial support for recruitment trips by faculty and ensembles

**Question:** Challenges - What challenges, other than financial resources, might affect your progress toward accomplishing this unit goal?
Substantial scholarship money is currently restricted to need-demonstrating students in the 11-county area

**Question:** Timeline - If achieving this unit goal will take longer than one year, what is your timeline for implementing and accomplishing it?

Will look for gradual increase with goal of 180 met by Fall 2017 enrollment

**Criterion:** #10: Goal Four - In this criterion, you will identify your unit goals and tell us how they align to Plan 2020, how they are measured, and what resources you need to meet them.

**Task Force:**
1. Comment on the specificity of the goal:
   - High

2. Comment on the goal's measures:
   - Appropriate

3. Comment on the unit's ability to achieve the goal (include a consideration of the departmental profile and budget data):
   - Dependent on the university's ability to fund and support accreditation needs

4. Comment on the goal's relevance:
   - High—appears to be the most important goal. We recommend considering and prioritizing fundraising initiatives here, as well as additional credit hour fees.

5. Comment on the timeline of the goal:
   - Appropriate

   Possible opportunities for collaboration or suggestions for addressing a gap:

   Work with Development on fundraising initiatives and the college dean on the student fee structure

**Question:** Unit Goal - What is your unit goal?

Develop a plan and obtain means for regular maintenance and replacement of valuable departmental resources (pianos, other instruments, faculty and lab computers)

**Question:** IPFW Goal - What 2020 goal(s) does this unit goal align with? List as many as apply. If it does not align, you may write “NA” or clarify.
IV.B.2.

Decentralize resource distribution and control to lowest level, mission focused administrative units.

**Question:** Priority Level - Is the unit goal high, medium, or low priority? Limit your high-priority unit goals to 3 to 5.

High. From the NASM visitors' report: The Self-Study notes the lack of designated funding to pay for necessary repairs and maintenance of pianos and other concert-related expenses… In light of these concerns, it is not clear how the standard is being met for budget allocations for personnel, space, equipment, and materials to be appropriate and sufficient to sustain the programs offered by the music unit from year to year (NASM Handbook 2013-14, II.B.1.b.).

**Question:** Actions - What action(s) does your unit plan to take to support this unit goal?

**Question:** Metrics - With what metrics will you assess progress toward accomplishing this unit goal on an annual basis?

Has the data been gathered and needs outlined? Has the administration addressed this need and responded?

**Question:** Resources - Are you able to accomplish this unit goal with your current resources?

Department can outline costs. Departmental cannot begin to support these needs out of current budget.

**Question:** Needed Resources - If you don’t have enough resources, what additional resources do you need to accomplish this unit goal?

Guaranteed funding

**Question:** Challenges - What challenges, other than financial resources, might affect your progress toward accomplishing this unit goal?

None anticipated

**Question:** Timeline - If achieving this unit goal will take longer than one year, what is your timeline for implementing and accomplishing it?

Needs will be determined and submitted by the end of Spring semester 2015. The NASM Optional Response, which must address the budgetary concern, is due on May 1, 2015.

**Criterion:**
#11: Goal Five - In this criterion, you will identify your unit goals and tell us how they align to Plan 2020, how they are measured, and what resources you need to meet them.

**Question:** Unit Goal - What is your unit goal?

**Question:** IPFW Goal - What 2020 goal(s) does this unit goal align with? List as many as apply. If it does not align, you may write "NA" or clarify.

**Question:** Priority Level - Is the unit goal high, medium, or low priority? Limit your high-priority unit goals to 3 to 5.

**Question:** Actions - What action(s) does your unit plan to take to support this unit goal?

**Question:** Metrics - With what metrics will you assess progress toward accomplishing this unit goal on an annual basis?

**Question:** Resources - Are you able to accomplish this unit goal with your current resources?

**Question:** Needed Resources - If you don’t have enough resources, what additional resources do you need to accomplish this unit goal?

**Question:** Challenges - What challenges, other than financial resources, might affect your progress toward accomplishing this unit goal?

**Question:** Timeline - If achieving this unit goal will take longer than one year, what is your timeline for implementing and accomplishing it?

#12: Goal Six - In this criterion, you will identify your unit goals and tell us how they align to Plan 2020, how they are measured, and what resources you need to meet them.

**Criterion:**
Indiana University-Purdue University Fort Wayne (IPFW)
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MUS Music

**Question:** Unit Goal - What is your unit goal?

**Question:** IPFW Goal - What 2020 goal(s) does this unit goal align with? List as many as apply. If it does not align, you may write “NA” or clarify.

**Question:** Priority Level - Is the unit goal high, medium, or low priority? Limit your high-priority unit goals to 3 to 5.

**Question:** Actions - What action(s) does your unit plan to take to support this unit goal?

**Question:** Metrics - With what metrics will you assess progress toward accomplishing this unit goal on an annual basis?

**Question:** Resources - Are you able to accomplish this unit goal with your current resources?

**Question:** Needed Resources - If you don’t have enough resources, what additional resources do you need to accomplish this unit goal?

**Question:** Challenges - What challenges, other than financial resources, might affect your progress toward accomplishing this unit goal?

**Question:** Timeline - If achieving this unit goal will take longer than one year, what is your timeline for implementing and accomplishing it?

**Criterion:** #13: Goal Seven - In this criterion, you will identify your unit goals and tell us how they align to Plan 2020, how they are measured, and what resources you need to meet them.

**Question:** Unit Goal - What is your unit goal?

**Question:** IPFW Goal - What 2020 goal(s) does this unit goal align with? List as many as apply. If it does not align, you may write “NA” or clarify.
**Question:** Priority Level - Is the unit goal high, medium, or low priority? Limit your high-priority unit goals to 3 to 5.

**Question:** Actions - What action(s) does your unit plan to take to support this unit goal?

**Question:** Metrics - With what metrics will you assess progress toward accomplishing this unit goal on an annual basis?

**Question:** Resources - Are you able to accomplish this unit goal with your current resources?

**Question:** Needed Resources - If you don't have enough resources, what additional resources do you need to accomplish this unit goal?

**Question:** Challenges - What challenges, other than financial resources, might affect your progress toward accomplishing this unit goal?

**Question:** Timeline - If achieving this unit goal will take longer than one year, what is your timeline for implementing and accomplishing it?

**Criterion:** #14: Goal Eight - In this criterion, you will identify your unit goals and tell us how they align to Plan 2020, how they are measured, and what resources you need to meet them.

**Question:** Unit Goal - What is your unit goal?

**Question:** IPFW Goal - What 2020 goal(s) does this unit goal align with? List as many as apply. If it does not align, you may write “NA” or clarify.

**Question:** Priority Level - Is the unit goal high, medium, or low priority? Limit your high-priority unit goals to 3 to 5.
Question: Actions - What action(s) does your unit plan to take to support this unit goal?

Question: Metrics - With what metrics will you assess progress toward accomplishing this unit goal on an annual basis?

Question: Resources - Are you able to accomplish this unit goal with your current resources?

Question: Needed Resources - If you don’t have enough resources, what additional resources do you need to accomplish this unit goal?

Question: Challenges - What challenges, other than financial resources, might affect your progress toward accomplishing this unit goal?

Question: Timeline - If achieving this unit goal will take longer than one year, what is your timeline for implementing and accomplishing it?

Criterion: #15: Goal Nine - In this criterion, you will identify your unit goals and tell us how they align to Plan 2020, how they are measured, and what resources you need to meet them.

Question: Unit Goal - What is your unit goal?

Question: IPFW Goal - What 2020 goal(s) does this unit goal align with? List as many as apply. If it does not align, you may write “NA” or clarify.

Question: Priority Level - Is the unit goal high, medium, or low priority? Limit your high-priority unit goals to 3 to 5.

Question: Actions - What action(s) does your unit plan to take to support this unit goal?

Question: Metrics - With what metrics will you assess progress toward accomplishing this unit goal on an annual basis?
**Question:** Resources - Are you able to accomplish this unit goal with your current resources?

**Question:** Needed Resources - If you don’t have enough resources, what additional resources do you need to accomplish this unit goal?

**Question:** Challenges - What challenges, other than financial resources, might affect your progress toward accomplishing this unit goal?

**Question:** Timeline - If achieving this unit goal will take longer than one year, what is your timeline for implementing and accomplishing it?

**Criterion:** #16: Goal Ten - In this criterion, you will identify your unit goals and tell us how they align to Plan 2020, how they are measured, and what resources you need to meet them.

**Question:** Unit Goal - What is your unit goal?

**Question:** IPFW Goal - What 2020 goal(s) does this unit goal align with? List as many as apply. If it does not align, you may write “NA” or clarify.

**Question:** Priority Level - Is the unit goal high, medium, or low priority? Limit your high-priority unit goals to 3 to 5.

**Question:** Actions - What action(s) does your unit plan to take to support this unit goal?

**Question:** Metrics - With what metrics will you assess progress toward accomplishing this unit goal on an annual basis?

**Question:** Resources - Are you able to accomplish this unit goal with your current resources?
**Question:** Needed Resources - If you don’t have enough resources, what additional resources do you need to accomplish this unit goal?

**Question:** Challenges - What challenges, other than financial resources, might affect your progress toward accomplishing this unit goal?

**Question:** Timeline - If achieving this unit goal will take longer than one year, what is your timeline for implementing and accomplishing it?