



College of Music Strategic Planning Process

Introduction

Beginning with the 2020-21 AY and continuing on a rolling basis since, the College of Music has engaged in a strategic planning process that includes participation of all 12 academic and performance areas. This includes Brass, Composition, Conducting, Jazz Studies, Keyboard, Music Education, Music Theory, Musicology/Ethnomusicology, Percussion, Strings, Vocal Arts, and Woodwinds. Broader areas involved include chamber music, health and wellness, entrepreneurial and career services, and advancement. Planning has also involved the Advisory Committee, Council of Area Chairs, full faculty and staff, and administration. These discussions, guided by the MSU 2030 Strategic Plan, are resulting in broad College aspirations as well as interconnected programmatic and curricular goals in and across areas, and goals that connect to other MSU colleges, programs, and offices.

The Mission of the College of Music

To provide the highest quality professional instruction and programmatic excellence; to instill in students a dedication and desire to achieve excellence and understanding in all aspects of their diverse and multi-genre musical education; to develop their abilities to the highest professional standards; to expand cultural awareness, social justice, equity, and diversity; to provide access for comprehensive non-degree instruction; to participate in community, state, regional, national and international arenas through service, teaching, and research and creative endeavors with impact; and to accelerate stewardship and fundraising to support an excellent faculty vitally engaged in significant research, scholarly and creative endeavors.

This mission guiding our strategic plan includes the following principal dimensions:

- **To develop a highly competitive professional College of Music with national and international distinction.**
Our 5-year plan and prospective capital campaign prioritizes an investment in endowed scholarships, fellowships, and graduate assistants, to give the College a competitive edge in recruiting and access to a diverse student body.
- **To invest in student & faculty excellence with funding that will support inclusive and innovative programs.**
Develop exceptional musicians, scholars, and music educators who use their talents to make a difference through the power of music. This includes fostering a healthy learning community by focusing on vocal, neuromuscular, hearing, and mental health; elevating racial equity and social justice in all our work; and advancing musical entrepreneurship to create adaptive leaders and prepare students for portfolio careers in ever-changing workplaces.
- **To provide and expand diverse and meaningful educational experiences.**
In the classroom, rehearsal hall, and stage, develop multi-genre musical learning opportunities, including those through MSU general education and across campus, with participation in the campus Strategic Arts Plan and collaboration with other colleges, WKAR-TV, Wharton Center, Broad Art Museum, and University Arts & Collections.
- **To invest in community engagement and placemaking.**
In collaboration with numerous partners and investors, increase the impact of outreach from campus, internationally and through intergenerational learning at the Community Music Schools in East Lansing and Detroit.



CLIMATE & CULTURE

MSU Strategic Plan Goal Alignment: Sustainable Health & Innovation for Global Impact, Stewardship & Sustainability, DEIB

Priority	Key Initiatives	Resources Needed
<p>Health and Wellness The College of Music enhances faculty, student, and staff success by increasing awareness and promoting a culture of health and wellness. This includes building resilience, competence in physical and mental wellness practices, and life-enhancing skills.</p>	<ul style="list-style-type: none"> • Improve neuromuscular health by offering 1) Alexander Technique and yoga courses, 2) physical therapy advice sessions, 3) chair massages onsite, 2X/semester, 4) guest presentations, convocation, Spartan Marching Band, 5) dialogue with Care and Intervention Team to develop rotation of courses, and 6) required curricular course. • Raise awareness and improve hearing health through our hearing screening partnership with MSU Environmental Health and Safety, BetterHealth, and the Spartan Marching Band earplug initiative. • Increase access to mental health services by supporting an embedded counselor (joint with Arts & Letters), mandating online GA mental health training, and conflict resolution workshops. • Certificate for musicians. • Develop student-run organizations for initiatives supporting wellness. 	<ul style="list-style-type: none"> • 1 FTE Embedded counselor. • Chair massages. • Guest lectures. • Physical therapy diagnosis sessions • Funding to add courses.
<p>Diversity, Equity, Inclusion, and Belonging The College of Music promotes an inclusive community for all. We work with students, staff, faculty, and leadership to address social and cultural issues. Our strategies include dialogue, education, engagement, and action.</p>	<ul style="list-style-type: none"> • Provide training, workshops, student commissions. • Move ad hoc committee to standing committee status. • Feature guest speakers, lecturers, composers, and performers. • Engage in dialogue with student organizations. • Mini-grants for student and faculty-led initiatives. • Support interdisciplinary activities to build diversity, equity, inclusion, and belonging. • Significant curricular revision. • Multi-genre applied instruction. • Produce Music for Social Justice WKAR. • Internal award with cash stipends recognizing faculty and students at spring commencement. • Increase race/ethnicity progress of undergraduate and graduate student, staff, and faculty populations. • Student mentorship and advanced admissions/audition work in Detroit through CMS-D and in collaboration with the Michigan College Action Network • 1855 Professorship proposed with a focus on music of Black Communities to lead interdisciplinary work across departments situating studies with particular social, cultural, and historical contexts. This work is deeply informed by discourses and structures of race, particularly in ways systemic structures of power and inequity have impacted the creation of music by Black practitioners and the use of music as a means of resistance and liberation. 	<ul style="list-style-type: none"> • Increase funding for mini-grants, guest speakers, training, workshops, and commissions. • Strengthen funding for student access (scholarships, fellowships, out of state tuition waivers). • Fund annual and recurring faculty trips for recitals and masterclasses at arts magnet schools with a high percentage of underrepresented students to develop long-term relationships and facilitate effective recruiting. • Funding for 1855 Professor.



<p>Arts Plan and Campus Collaborations The College of Music deepens co-curricular opportunities, develops performances in non-traditional locations, expands music genres, deepens collaborative and interdisciplinary performances with specific curricular goals, expands interdisciplinary arts research.</p>	<ul style="list-style-type: none"> • African Drumming and the African Diaspora offered as an elective and/or general education credit for any student at MSU. • Expand scientist/composer/performer collaborations. • Engage entrepreneurial musical groups to devise new programmatic ideas across campus. • Engage composers to create music as part of placemaking. 	
<p>Community Outreach and Engagement Music brings the community together and creates a sense of belonging. This includes performances, community engagement on and off campus, and lifelong learning opportunities both on campus and at the Community Music Schools in East Lansing and Detroit.</p>	<ul style="list-style-type: none"> • The College annually hosts 500+ concerts, festivals, lectures and masterclasses with renowned artists, faculty artists and student performers inspiring and educating attendees. • The Community Music Schools in East Lansing and Detroit offer exceptional music programs for all ages and abilities, promoting music therapy, education, and artistic excellence. Students can participate in music education, ensembles, and production classes weekly. 	<ul style="list-style-type: none"> • Build endowments to increase sustainability of the community music school programs. • Raise support to increase experiential touring from campus to state, to nation and beyond in diverse communities.

PROGRAMMATIC EXCELLENCE & INNOVATION

MSU Strategic Plan Goal Alignment: Innovation for Global Impact, Faculty, Student and Staff Success, DEIB

Priority	Key Initiatives	Resources Needed
<p>Ambisonics / Sound Studios/Technology Ambisonic systems are the future of listening, becoming more common and a primary audio encoding method for virtual reality environments for gaming and simulation.</p>	<ul style="list-style-type: none"> • Develop ambisonic and sound studio lab spaces to provide a communal audience experience of binaural 3D listening and performance; an artistic practice that engages creatively with technology and with a range of genres and music traditions. • Invest in resources for students and faculty to leverage technology to work with spatialized audio over headphones via a type of recording and playback called “binaural” that models human heads, ears, and brains. • Develop plans for Eichler Hall ambisonic use. • Ongoing planning for broad technology advances across the curriculum • Continue remediation of audio/video/livestreaming capacity in Music facilities; address budgetary needs for staff and regular maintenance and upgrades 	<ul style="list-style-type: none"> • Ambisonics installation in Eichler Hall or at an alternate campus site. • Completion of Immersive Sound Studios. • Engage sound artist/composer(s), programmer(s), and/or performer-improviser(s). • Solidify functionality of audio/video/livestream and establish sufficient long-term budget for staff and equipment support

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<p>Innovative Chamber Music A robust, forward-thinking, and diverse chamber program makes MSU a competitive institution for student recruitment and infuses music into the community through placemaking, campus engagement and beyond. Today's professional musicians curate portfolio careers in which chamber music experience is essential.</p>	<ul style="list-style-type: none"> Recruit top-notch pre-professional chamber ensembles as graduate assistants to serve as mentors and role models. Underwrite participation in national competitions such as the Fischhoff, Music Teachers National Association (MTNA), and Coleman and Coltman chamber music competitions, showcasing MSU talent and building the program's reputation while providing performance and networking experiences for students. Guest artists for residencies that include masterclasses, coaching, and performances to expose students to professional ensembles and support their development. Fund commissions of new works for small ensembles by diverse composers to address social issues and further students' sense of representation and belonging. Develop infrastructure to support management and instructional needs for this program. 	<ul style="list-style-type: none"> Graduate Performance Ensemble-in-Residence. Funding for commissions. Recurring funding for infrastructure.
<p>Entrepreneurial / Experiential Learning Running Start prepares students to creatively channel their passions into vibrant careers by providing individual career coaching, engagement with faculty and alums, and online resources for internships, jobs, auditions, and more. It expands the students' knowledge base to include marketing, finance, and non-profit management.</p>	<ul style="list-style-type: none"> Feature guest instructors from the world of non-profit and for-profit music business. Offer workshops and events on essential topics. Engage community with our Entrepreneurial Musical Artist-in-Residence program. Build our Student String Pedagogy Fellows coaching program in middle and high school music programs across Michigan. Increase access to paid internship experiences. Provide entrepreneurial coaching for winners of the Barbara Wagner Chamber Music Competition. Increase number of student prizes awarded in the annual Running Start business pitch competition. Graduate Music Career Certificate Required entrepreneurial course in curriculum. 1FTE to teach coursework (perhaps coordinated with BA) 	<ul style="list-style-type: none"> Student travel support. Funding for masterclasses, guest scholars, and workshops. Funding to subsidize paid internship experiences. Funding for 1FTE instructor
<p>International Student and faculty experiences as performers, pedagogues, and scholars outside the United States are important for learning and for further developing a world-grant perspective.</p>	<ul style="list-style-type: none"> Increase the number of students and faculty who engage in international opportunities. Expand study abroad opportunities. Maintain and build collaborative agreements with strategic international partners for exchanges and recruitment potential 	<ul style="list-style-type: none"> Funds to provide access to more students for a life-changing study abroad experience. Endowments to permit ensemble travel experiences with colleagues from different cultures and traditions.
<p>Jazz Studies Top-five blues-based jazz program in the country, MSU's program develops future jazz musicians through a</p>	<ul style="list-style-type: none"> Establish a multi-genre Vocal Arts program. Add DMA Program in jazz studies to our leading and nationally known, blues-based program. Increase scholarly teaching capacity. 	<ul style="list-style-type: none"> Jazz/Percussion: fund regular guest artist Marimba/Xylophone; Lolly Allen.

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<p>curriculum that honors tradition and promotes artistic expression. It includes courses, private studies, and workshops, as well as regular outreach and mentoring opportunities each semester.</p>		<ul style="list-style-type: none"> • Vocal Jazz (1FTE). • 1855 professor in musicology and varied jazz styles.
<p>Music Education MSU's music education program is highly respected for its rigorous training and outstanding graduates who become leaders in their field.</p>	<ul style="list-style-type: none"> • Expand New Directions Summer Scholars Program by leveraging resources to support music teachers in Detroit and enhance the diversity of MSU's graduate program by introducing new perspectives on music education theory and practice. • Enroll and graduate String Music Educators to improve string music education at MSU, benefiting K-12 education in Michigan and beyond. Our curriculum emphasizes asset-based pedagogies, providing private lessons and ensemble opportunities for well-rounded education. • Grow Early Childhood Music Education Research by hiring two Graduate Assistants to conduct research and provide instruction for our Early Childhood Program, which serves over 3,000 participants each year across 90 locations in Detroit and East Lansing. 	<ul style="list-style-type: none"> • String Pedagogy Scholarships. • New Direction's Detroit Scholars. • Early Childhood Research. • Out-of-state tuition waivers. • Funding for two research assistants.
<p>Musicology</p>	<ul style="list-style-type: none"> • Solidify fixed term position. • Tenure stream position. • Research and conference travel. • Scholarships and Graduate Assistantships. • 1855 Professorship for Interdisciplinary research, teaching, and collaborations on the Music of Black Communities. 	<ul style="list-style-type: none"> • Budget
<p>Music Theory Scholarship/Pedagogy The program prioritizes scholarship and teaching with a focus on enhancing musicianship with aural and analytical skills applicable to composition, performance, and study. MSU offers two tracks: scholarship/research and pedagogy. Pedagogy courses, analysis classes, and workshops permit second MM degrees for performance majors expanding their portfolio careers. Students receive expert guidance in teaching music theory and aural skills. Renowned scholars visit monthly, and faculty prioritize student needs.</p>	<ul style="list-style-type: none"> • Support for travel for professional development opportunities. • Invest in technology for innovative teaching and learning. • Host distinguished guest scholars for guest lectures, guest-taught courses, and mentorship. 	<ul style="list-style-type: none"> • Conference funding. • Support for student travel in theory and musicology. • Increase funding for musicology/theory faculty travel and research. • Funding for creative support.
<p>University Ensembles (bands, choral, orchestra, jazz, Musique 21)</p>	<ul style="list-style-type: none"> • Plan for large ensembles travel to peer reviewed conferences and festivals as well as prestigious venues around the world. • Commissioning new works and recordings to support student and faculty success. 	<ul style="list-style-type: none"> • Establish endowment and expendable funding

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<p>Percussion / World Music Studying African and other non-western music roots is essential for percussion students. It improves pitch and rhythm skills, enhances improvisation, and promotes cultural diversity for all music students.</p>	<ul style="list-style-type: none"> • Creating ensembles open to all students in the College generates opportunities for new curricula. • Engage non-traditional music students. • Create a new improvisation curriculum. • Incorporate for non-major study and as a component of Arts.MSU. • Expand instructional time for African Diaspora Drumming 	<ul style="list-style-type: none"> • EWE, Congolese, Malian, Cuban, Brazilian, Soul, R&B (1FTE). • GA to assist faculty. • Percussion Instruments for Dem Hall. • Funding for African Diaspora Drumming (\$6K). • Out-of-state tuition waivers.
<p>Vocal Arts MSU's award-winning voice faculty anchors the College's world-class vocal arts program elevating the area's prestige, offering extraordinary community performances, and learning opportunities, and enhancing recruitment of top student talent from around the world.</p>	<ul style="list-style-type: none"> • Increased scholarships and fellowships to recruit top student talent to attend MSU. • Increase recurring operational support of the Opera program. 	<ul style="list-style-type: none"> • Vocal coach (1FTE). • Opera Director (1FTE). • Opera internship support for stage management and production assistant. • Out-of-state tuition waivers.

CURRICULAR

**MSU Strategic Plan Goal Alignment: Innovation for Global Impact, Faculty, Student and Staff Success, DEIB*

Priority	Key Initiatives	Resources Needed
<p>Innovative Chamber Music</p>	<ul style="list-style-type: none"> • With the growth of enrollment from 40 to 130, the need to increase availability of instructional time (faculty, GA, new appointments) 	<ul style="list-style-type: none"> • Incremental funding to supplement chamber coaching. • Chamber Music & Innovation: support for Program Director
<p>DEIB</p>	<ul style="list-style-type: none"> • Musicology, Music Theory, and Music Education syllabi in existing courses, as well as adding new courses designed to address these goals, continue to be in progress. Large ensemble repertoire as well as student and faculty repertoire increasingly include work by underrepresented composers and is documented in annual faculty reports. • Co-curricular projects, designed to highlight issues of social justice, provide financial support to students, and engage in outreach, is a goal. • 1855 Professorship proposed to design curriculum on music traditions from Black communities. This interdisciplinary position will promote social justice, equity, belonging, and empowerment through scholarship, research, and service. It will provide a unique opportunity for faculty to specialize in this field while also contributing to the broader university's mission of building and supporting a culture of diversity and inclusion at MSU, as well as initiatives to recruit and retain a diverse faculty. 	<ul style="list-style-type: none"> • Fundraising by College Advancement to develop and fund co-curricular active learning modules which promote social justice. • Funding for an 1855 faculty position.

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<p>Multi-genre musical instruction</p>	<ul style="list-style-type: none"> To further develop portfolio careers, faculty discussions have endorsed the creation of additional positions, opportunities, and teaching time to facilitate wider access to improvisation and applied instruction in both jazz and classical idioms. 	<ul style="list-style-type: none"> Vocal Arts program hire. Expand non-western percussion opportunities and instruction. Develop FT multi-genre mallet percussion expertise.
<p>International Experiences</p>	<ul style="list-style-type: none"> Summer education intensive music performance abroad experiences in Todi, Italy; Dublin, Ireland; and Israel. Enrollment agreement with Shanghai Normal University (Chinese students audition and enroll at MSU senior year; they earn a bachelor's degree from SHNU and a master's degree from MSU). Annual Vocal Arts/Opera exchange in China. 	<ul style="list-style-type: none"> Travel endowment for ensembles and student and faculty creative and scholarly activities. Increased financial resources to permit wider access for student study abroad.
<p>Bachelor of Arts in Music Culture and Industry</p>	<ul style="list-style-type: none"> Create greater cross-unit collaboration, diversity, and portfolio careers. Two tracks (liberal arts and music industry). Increased access through non-traditional admission barrier (no audition). Increased access to music classes for non-music majors and access for music majors to outside classes. Would allow for non-traditional specialization. Provides access for majors to courses increasing the scope of their portfolio career tracks. 	<ul style="list-style-type: none"> Recording/sound technology/music industry/intermedia (1FTE).
<p>Portfolio Careers Guide, teach, and prepare our students for a changing workforce, from their first year on campus through graduation and beyond.</p>	<ul style="list-style-type: none"> Increase paid internship opportunities. While there is 100% employment for music education students (BM and PhD), DMA in choral, orchestral, and wind conducting, others including performers and composers benefit from experiences and instruction beyond their disciplinary specialties (finances, non-profit experiences, fundraising, grant writing, innovative chamber music, music industry, recording etc.). 	<ul style="list-style-type: none"> Entrepreneurship funding to provide course offerings. Funding for undergraduate research/creative. Increase internship funding. Deepen relationship and connections with Burgess Institute.

PLANNING

MSU Strategic Plan Goal Alignment: Innovation for Global Impact, Stewardship & Sustainability

Priority	Key Initiatives	Resources Needed
<p>Right-Sizing</p>	<ul style="list-style-type: none"> Piano technology: regularize three positions. Composition/technology investment. Stage manager in Fairchild. Brass position and GA. Keyboard: pt organ, pt harpsichord. Music Education: .5FTE String pedagogy. Strings: Luthier/instrument maintenance subsidy. 	<ul style="list-style-type: none"> Expand trumpet studio instruction per target enrollment goals. Advising position. Joint positions with Jazz: Jazz/Musicology (1FTE-1855?); Jazz/Percussion Xylophone/Marimba (1FTE).

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	<ul style="list-style-type: none"> Rebalance overall enrollment seeking a gradual increase in undergraduate population with fewer graduate students. HVAC and practice room renovations in Music Building. 	<ul style="list-style-type: none"> Piano: Collaborative Piano (1FTE). Jazz saxophone from fixed to TS.
<p>College of Music National Leadership Council supports the College’s vision and goals and helps promote the significance of musical arts at MSU. They collaborate with the College, Advancement Office, and stakeholders to advance faculty and student needs, and strengthen community support through fundraising campaigns. They assist with developing a compelling mission and vision to maximize the impact of the College of Music more broadly.</p>	<ul style="list-style-type: none"> Recruit new members to continue to engage thought-leaders and advance priorities. 	<ul style="list-style-type: none"> Identify new candidates to serve in a volunteer leadership role with the College.
<p>Campaign for 2030</p>	<ul style="list-style-type: none"> Develop campaign case for support and priority fundraising objectives that align with strategic plan. 	<ul style="list-style-type: none"> Continued investment and support from University Advancement in staffing, advocacy, marketing, promotion of funding priorities and prospect research.

RESOURCES

MSU Strategic Plan Goal Alignment: Innovation for Global Impact, Stewardship & Sustainability, Faculty, Student and Staff Success

Priority	Key Initiatives	Resources Needed
<p>Branding</p>	<ul style="list-style-type: none"> Upgrade the College of Music website. Increase video production capacity. Increase focus on faculty honorifics 	<ul style="list-style-type: none"> Website rebranding project with Phire Group (in progress). Audio/video support through technology and personnel. Greater capacity for web management and video production. Dedicated assignment to foster honorifics
<p>Masterclasses & Guest Scholars These events bring interested students and the public together with virtuosos, maestros and educators who share their technique, explore repertoire, and reflect on life as an artist.</p>	<ul style="list-style-type: none"> Increase number of masterclass opportunities for all areas of the College to engage a diverse group of professionals to inspire and challenge students to help them develop their portfolio careers. 	<ul style="list-style-type: none"> Additional funding.
<p>College Staff</p>	<ul style="list-style-type: none"> Investing in staff initiatives to build meaning, culture, climate, professional development, capacity, rewards, teamwork, and recognition. 	<ul style="list-style-type: none"> Establish budget

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College of Music
MICHIGAN STATE UNIVERSITY

Fundraising	<ul style="list-style-type: none">• Prepare College for the next campaign for MSU with a focus on raising funds for Scholarships/Fellowships, Programmatic Excellence and Community Engagement/Outreach.• Name the College of Music.• Endowed Professorships (10).• Community Music School Endowments.	<ul style="list-style-type: none">• Support from University Advancement for campaign planning and execution, ongoing professional development, and advocacy for priorities.
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