



**MEAD WITTER SCHOOL OF MUSIC**  
University of Wisconsin - Madison

# 2017-2022 STRATEGIC PLAN

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# MEAD WITTER SCHOOL OF MUSIC

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## Introduction

In AY 16-17, members of the Budget & Personnel Committee (B&P), the elected subcommittee of the MWSom Executive Committee, decided to undertake a School-wide strategic planning exercise. The goal was to produce a document that would help guide current and future B&P members in their decision making and that could also be shared within the College and with the School's Board of Advisors. Led by then B&P chair Martha Fischer and in consultation with L&S Associate Dean Sue Zaeske, this action followed the completion of a decadal NASM reaccreditation review and a supplemental internal exercise within the College of Letters & Science. Bruce Harville, through the former Office of Quality Improvement (now Office of Strategic Consulting), facilitated the process. B&P created opportunities for faculty to provide input via listening sessions and through written surveys.

Significant concerns about faculty turnover and the School's future during a time of budgetary cuts drove the strategic planning process. B&P embraces the College's expectation that faculty departures provide critical opportunities to rethink our mission, vision, curricular offerings, and departmental structures. Rather than replace faculty lines, our hiring requests must demonstrate shared decision-making about how best to meet the future needs of students in a changing world. Furthermore, as a faculty, we are committed to supporting and empowering the individuals we hire. Thus, we honor the past while finding new pathways to better serve our students both individually and as a departmental community.

The make-up of B&P has changed during the strategic planning process, and this document is stronger for involving more individuals in its creation. This strategic plan, however, is a snapshot representing the collective vision of its creators at a specific moment in the life of the MWSom. This plan is also a living document, and its value and usefulness require ongoing engagement with what is presented here to assess actions, to revisit and reset priorities, and to ensure mission-driven decisions. As a faculty, we are committed to implementing priorities and action items, and B&P, in particular, takes responsibility for re-engaging with this plan on a yearly basis to document progress and to identify new challenges or opportunities.

To this end, B&P envisions the creation of yearly working groups tasked with taking on specific issues raised by the larger plan as well as to involve ongoing MWSom committees with responding to particular action items. Specific issues or tasks for working groups include: undertaking a survey of recent graduates, assessing our Music Engagement and Outreach mission and activities, and examining Area structure. Most importantly, though, the current members of the Budget & Personnel Committee remain committed to continuing the work of the strategic planning process.

The individuals specifically named in this document currently hold the following positions in the Mead Witter School of Music: Sally Chisholm (professor of viola), Susan C. Cook (director), Teryl Dobbs (professor of music education), James Doing, Jr. (graduate admissions), Katherine Esposito (publicity, concerts and website), Daniel Grabois (professor of horn), Brian Heller (facilities manager), Jared Jellison (undergraduate admissions), Jessica Johnson (professor of piano and co-chair of the Curriculum Committee) Benjamin Schultz-Burkel (assistant director), Rebekah Sherman (director of development), Beth Snodgrass (summer music clinic director) John C. Stowe (associate director and director of graduate studies), Scott Teeple (professor of conducting) Mikko Utevsky (music engagement and outreach coordinator), Johannes Wallmann (professor of jazz studies)

May 2018

# MEAD WITTER SCHOOL OF MUSIC

## Our Vision

Nurtured by a great University and recognized globally, our students, faculty and alumni enrich Wisconsin and the world by

- performing music with proficiency and passion
- engaging new generations of musicians and listeners
- challenging musical boundaries
- advancing knowledge and practice in their chosen professions

## Our Mission

As a collective of overlapping musical communities, the Mead Witter School of Music is committed to providing an education that values musical and academic rigor, nurtures innovation, collaboration and creativity, and balances preparation for professional musical careers with personal fulfillment. Curricular offerings instill an active understanding of music as both cultural expression and social practice and cultivate a life-long active engagement with music.

## Our Guiding Principles

**Excellence:** We strive for excellence in all we do.

**Mentor-Driven Education:** Our individualized, student-centered modes of instruction ensure that all students achieve their fullest potential in our classrooms, studios, rehearsal halls and performance spaces.

**Innovation:** We embrace innovation and change, promoting the continued exploration of what we do and how we do it.

**Collaboration:** We promote collaboration among faculty, students and staff in performance, teaching and research, and celebrate the professional development opportunities provided by these experiences.

**Diversity:** We are committed to creating a welcoming and inclusive community of faculty, staff and students that represents the diversity of our state, nation and world, and we welcome diverse points of view. A deliberative and collective response to this mission informs all curriculum, personnel, and policy decisions.

**Community:** We support civility, collegiality and mutual respect among faculty, staff and students. We promote shared governance and encourage leadership at all levels.

**Wisconsin Idea:** We remain committed to the Wisconsin Idea, to engagement and outreach activities of all kinds and to fostering partnerships within the citizenry of the State and beyond.

## Our Priorities

1. Enhance flexibility and diversity in curriculum and integrate learning across musical disciplines.
2. Develop a long-term faculty and staffing plan to meet the growing diversity of the student population and remains responsive to developing curricular needs, anticipated faculty turnover and changes within and without the School, College and University.
3. Improve student recruitment with an eye to excellence and inclusion.
4. Take full advantage of our new and existing facilities.
5. Build a strong revenue stream for the School.

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## STRATEGIES

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For each Priority, the Mead Witter School of Music has identified specific strategies.

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Priorities	Strategies
1. Enhance flexibility in curriculum and integrate learning across musical disciplines.	<ol style="list-style-type: none"><li>Begin a program of intentional networking among faculty with similar curricular interests.</li><li>Identify potential curricular cross-pollination among areas.</li><li>Quantify (using surveys or interviews) student demand for additional offerings and/or flexibility within major programs.</li><li>Diversify curricular offerings, with a view to making them relevant to a broader population.</li><li>Encourage and support the primary role of Music Education.</li></ol>
2. Develop a long-term faculty and staffing plan to meet the growing diversity of the student population and remain responsive to developing curricular needs, anticipated faculty turnover and changes within and without the School, College and University.	<ol style="list-style-type: none"><li>Based on curricular plans and needs, establish a set of criteria and priorities for future hires.</li><li>Prioritize the inclusion of underrepresented groups on the faculty and staff.</li><li>Reevaluate the resources committed to faculty ensembles.</li><li>Rethink non-tenure-track positions to make them attractive career choices.</li><li>Create robust mentoring processes to ensure the success of new hires and facilitate opportunities for them to contribute to the School's mission and to provide innovation and change.</li></ol>
3. Improve our student recruitment.	<ol style="list-style-type: none"><li>Increase coordination of recruitment activities among faculty and staff.</li><li>Include all faculty in recruiting at the graduate and undergraduate levels.</li><li>Effectively recruit students underrepresented in the MWSOM.</li><li>Build stronger relationships with alumni, with emphasis on those working with prospective students.</li><li>Strengthen relationships with music teachers throughout Wisconsin and Minnesota.</li></ol>

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Priorities	Strategies
4. Take full advantage of new and existing facilities.	<ul style="list-style-type: none"><li>a. Plan for a smooth transition of existing faculty, guest artist, and student ensemble concert series and student recitals from our existing into our new facilities.</li><li>b. Create exciting first-year events that showcase all of the School's activities and draw new audiences and media attention.</li><li>c. Make the new performance space welcoming and accessible to all.</li><li>d. Reimagine the spaces freed up in Mosse Humanities Building.</li><li>e. Develop policies for use of all MWSOM spaces.</li><li>f. Explore collaborations with the Wisconsin Union and other campus presenting units to share performance spaces, staffing and publicity.</li></ul>
5. Build a stronger revenue stream for the School.	<ul style="list-style-type: none"><li>a. Raise funds to expand scholarship resources and awards.</li><li>b. Use our new performance spaces to increase discretionary revenue.</li><li>c. Raise funds for new endowed professorships.</li><li>d. Work with the Foundation/Alumni Association to compile a robust list of alumni and create a plan to encourage philanthropy.</li></ul>

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# MEAD WITTER SCHOOL OF MUSIC

## Priority #1

Enhance flexibility in curriculum and integrate learning across musical disciplines.

A flexible and integrated curriculum requires increased cooperation and sharing of staffing across area specialties. Shared values across the faculty, along with complementary approaches to pedagogy and scholarship, will positively affect the community of student learners. The curriculum needs to be resilient enough to respond to the ever-changing professional landscape that School of Music graduates will encounter.

## Guiding Principles for Curriculum

- Nurturing students to achieve the highest levels of musicianship
- Providing sound foundations for fundamental musical skills
- Fostering understanding of music from historical, societal, and global perspectives
- Promoting curiosity and personal transformation through learning
- Involving students in creative process of improvisation and composition
- Guiding development of oral and written communication skills
- Offering opportunities for musical collaboration
- Supporting learning in pedagogy, musicians' health, technology, career-building, and entrepreneurship
- Encouraging program flexibility for unique student interests and gifts
- Enabling students' interactions with multiple School of Music faculty
- Instilling awareness of the critical role of music in society
- Preparing students for their futures after graduation through practical and experiential learning
- Prioritizing the value of music education to the departmental mission.

## Plan of Action

Action Item	Target Date	Principal
1. Study other institutions to understand how curricula are adjusted to achieve similar goals.	Fall 2018	Blasius
2. Develop a survey targeted to recent graduates and upperclassmen to gather input on their experience at UW-Madison and on current professional opportunities.	Summer 2019	Stowe/Cook
3. Review research on expected changes in professional opportunities for musicians.	Fall 2018	Johnson/Chisholm
4. Identify courses that could be relevant to more than one student group, area or program.	Fall 2018	Johnson
5. Explore and develop learning opportunities that engage students with musical cultures outside traditional Eurocentric-Western practices.	Fall 2018	Grabois/Wallmann /DiSanza Curriculum Comm.

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Action Item	Target Date	Principal
6. Identify potential adjustments and changes to the present curriculum, including more structured offerings in early music, chamber music, and recently composed music.	Spring 2018	Stowe/Johnson
7. Prioritize the value of music education to the departmental mission through hiring, recruitment, and curriculum design.	In progress	Dobbs Recruitment & Curriculum Comms.
8. Identify new faculty who can assist in integrating learning across disciplines.	Spring 2018	Stowe/Cook
9. Build conducting and pedagogy study into graduate and undergraduate programs across the School.	Fall 2018	Teeple/ Curriculum Comm.
10. Explore possibilities for a Certificate in Music.	Fall 2018	Grabois
11. Create shared expectations for what information should be on all course syllabi; in particular, articulate specific learning outcomes.	Fall 2018	Stowe/Johnson
12. Create a repository of department syllabi as required by University's reaccreditation process.	Fall 2017	Schultz-Burkel

## Priority #2

Develop a long-term faculty and staffing plan to meet the growing diversity of the student population and remain responsive to developing curricular needs, anticipated faculty turnover and changes within and without the School, College and University.

Many recent retirements have left the MWSOM with multiple positions once occupied by full-time tenured faculty now staffed with short-term, part-time or full-time non-tenure track faculty or academic staff. Many more retirements are expected in the near future. Recognizing that the upper administration is likely to grant only a few searches per year, it is necessary that the MWSOM prioritize the positions most needed in the coming years so as to develop a flexible and imaginative curriculum, open to diverse intellectual horizons. Priority should be given to increasing the presence of underrepresented groups on our faculty and staff.

## Plan of Action

Action Item	Target Date	Principal
1. Assess continuity of the School's mission in light of faculty and staff turnover and departmental budget.	Ongoing	B&P; Executive Committee
2. Select positions to prioritize as full-time tenure track, with the assumption that these positions will be substantively reconceived.	Ongoing	B&P; Search Committees

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Action Item	Target Date	Principal
3. Recruit faculty from underrepresented groups who may also represent diverse viewpoints.	Ongoing	B&P and entire SOM: faculty, staff and students
4. Determine the appropriate staffing for various areas and studios, while identifying opportunities for positions that go beyond the traditional area structure.	Ongoing	B&P
5. Encourage faculty and staff to develop new curricular offerings and especially for new faculty members to reenvision the School.	Ongoing	B&P
6. Explore mentoring opportunities and evaluation processes for non-tenure-track faculty to ensure continued professional growth.	Spring 2019	B&P
7. Evaluate the sustainability of release time for faculty ensembles.	Spring 2019	B&P
8. Explore alternatives to tenure-track positions including instructional academic staff.	Ongoing	B&P

## Priority #3

### Improve our undergraduate student recruitment.

Unique to the College of Letters and Sciences, our undergraduate programs admit only prospective first-year students who have already achieved a high level of expertise. In this regard, we resemble graduate programs in many other fields. We compete for students with other institutions, often private colleges and universities, for prospective undergraduate majors. We have seen enrollments decline by a factor of almost 20% over the past 10 years. We know peer institutions face similar challenges, and we understand that there are a number of factors involved: a shrinking pool of undergraduate applicants within the State, diminished support for music in public schools, student concerns about their post-baccalaureate options, as well as the expectation that all students meet University admissions criteria regardless of musical proficiency. We must therefore carry out multiple recruitment strategies in ways we have not before.

### Plan of Action

Action Item	Target Date	Principal
1. Market research: Define goals, targets/target markets and prioritize them regarding diversity and MWSOM needs.	Fall 2019	Recruitment committee
2. Develop and maintain an annual recruiting calendar with dates and responsibilities.	Fall 2018	Ben Schultz-Burkel
3. Devise statement of faculty expectations with recruitment.	Spring 2019	Recruitment committee
4. Update and maintain print and online recruitment materials.	Fall 2018	Jared Jellison & James Doing

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Action Item	Target Date	Principal
5. Hire student hourlies to build and maintain databases of WI and MN public school teachers, studio teachers, and SOM alumni.	Fall 2018	Ben Schultz-Burkel
6. Devise strategy for outreach to those teachers and proposed outcomes.	Spring 2019	Recruitment committee
7. Develop protocols and processes to (1) survey and/or (2) interview current students to obtain data regarding their decision-making processes to attend MWSOM. Describe what will be done with the data, analysis, implications.	Spring 2020	Recruitment committee
8. Conduct recruitment day in the Twin Cities; describe outcomes.	Ongoing	Recruitment committee
9. Collaborate with “Discovery Day on Campus” programs and conduct MWSOM component; describe outcomes.	Fall 2018	Recruitment committee
10. Share UW Summer Music Clinic data with studio instructors.	Fall 2018	Beth Snodgrass
11. Continue AMPLIFY program with the Milwaukee High School of the Arts and expand the program to other schools in underserved communities.	Ongoing	Mikko Utevsky
12. Develop recruitment strategies for school visits by faculty ensembles.	Fall 2018	Recruitment committee, Faculty Ensembles, Mikko Utevsky
13. Create annual recruiting budget: Define needs in terms of resources: money, time, people.	Fall 2018	Recruitment committee
14. Prepare annual recruitment report: analysis to include to what extent specific recruitment efforts either hit or missed targets at a pre-specified level of significance. Use this report to devise next year’s strategy, budget, etc.	Fall 2018	Ben Schultz-Burkel
15. Maintain data over years to determine recruitment trends.	Ongoing	Jared Jellison & James Doing

## Priority #4

Take full advantage of our new and existing facilities.

After more than a decade of planning, the MWSOM is now a year away from having access to state-of-the-art performance facilities. These new spaces provide opportunities both to change what we do and continue what we do under better circumstances. These new spaces, funded entirely through philanthropy and without access to State dollars, require new kinds of stewardship and will provide opportunities to support further engagement, advancement and recruitment work as well as furthering our commitment to the Wisconsin Idea.

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## Plan of Action

Action Item	Target Date	Principal
1. Work with L&S Dean, central campus and Wisconsin Union to create new facilities oversight position and a shared technical/production position utilizing staff data from peers.	Spring 2018	Cook
2. Create a new Building and Facilities Committee of faculty and staff to be charged with developing new building policies including the potential for increased revenue generation from new facilities, use of MWSOM spaces by student-led organizations, and partnerships with on- and off-campus presenters.	Spring 2018	Brian Heller
3. Charge the Concerts and Special Events Committee (or another entity) with creating an initial “soft opening” event (Spring 2019) and noteworthy inaugural year (AY 19-20) that celebrates all that we do.	Spring 2018	CSE chairs
4. Work with Board of Advisors on opening year events and ensure communication with the faculty-led committee (see above.)	Spring 2018	Cook
5. Organize major alumni event (SoMAA) during opening year for stewardship and other special recruitment events.	Spring 2018	SoMAA Chair
6. Review and renegotiate MoAs with longstanding users of the building.	In progress	Cook/Heller
7. Advocate with Dean to maintain Mills Concert Hall and/or Morphy Recital Hall as teaching spaces and submit lab modification request.	In progress	Cook
8. Work with other campus arts leaders and the Arts Institute to facilitate better communication, scheduling and publicity among all University presenting organizations.	In progress	Cook

## Priority #5

Build a stronger revenue stream for the School.

Individual academic units on campus are increasingly expected to raise their own funds. This funding underlies core departmental functioning, including faculty positions, student scholarships, and day-to-day operations. We need to be creative in pursuing multiple revenue sources, such as grants, matching funds, alumni donations, etc. Our new building may also provide opportunities both for one-time giving related directly to the facility and for ongoing revenue.

## Plan of Action

Action Item	Target Date	Principal
1. Engage with recent scholarship donors about why they gave; include in SoMAA annual report and season program.	In progress	Sherman/Esposito /Cook

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Action Item	Target Date	Principal
2. Increase the number of endowed professorships.	Ongoing	Sherman
3. Identify faculty members to work with SoMAA on yearly alumni campaign.	Spring 2018	Cook
4. Ensure the success of the Name-A-Seat campaign.	In progress	Schultz-Burkel/Sherman
5. Identify possible underwriting opportunities for specific events/series.	In progress	Cook/Sherman
6. Invite donors to take part in the pre-opening “tuning” sessions with acousticians.	Spring 2018	Cook
7. Work with our Director of Development to identify additional opportunities for endowed chairs, capitalizing on the most recent gift in support of the Pro Arte Quartet.	Ongoing	Cook/Sherman
8. Continue the work of the Bishop Committee to ensure full funding of the Opera Director position and to provide additional resources to support the opera program.	Ongoing	Ronis/Sherman
9. Ask faculty for names and contact information of alumni.	Fall 2018	Schultz-Burkel
10. Invite current/prospective donors to events and social occasions.	Ongoing	All faculty and staff
11. Identify new donors whose philanthropy aligns with MWSOM listed priorities and qualify donors in pipeline.	Ongoing	Sherman
12. Identify five estate and deferred gift opportunities.	Ongoing	Sherman
13. Continue to encourage corporate and foundation gifts for student support and scholarships.	Ongoing	Sherman
14. Identify new resources to support student diversity.	Ongoing	Cook/Sherman
15. Emphasize donor recognition, stewardship and continued giving and focus on retaining donors and cultivating a donor pipeline.	Ongoing	Cook/Schultz-Burkel/Sherman
16. Develop advocacy groups for both SOMBOA and areas with MWSOM, such as the Pro Arte Quartet, Brass Area, Music Education.	Fall 2019	Cook/Sherman
17. Explore new income generating programs including summer offerings.	Fall 2020	Cook/Stowe