

D. Governance and Administration

1. Fulfill the purposes of the institution and the music unit

We have excellent senior leadership at USU. The President, Provost and Dean have consistently supported our music programs. In the past 1 ½ years we have received funding for two new faculty positions – professor of trumpet; director of Marching/Athletic Bands/Assistant director of Bands. The help with special project funding ranging from our Chamber Singers tour to China in the spring of 2012 to support for special equipment purchases.

Our Organizational chart is at the MDP I Governance and Administration tab.

The University web site for all offices/agencies is <http://www.usu.edu/offices/> . This site details how the Department Head is to be evaluated (every 5 years) and all the processes needed to deal with the offices and agencies within the university.

2. Assure fundamental educational, artistic, administrative, and financial continuity and stability

USU, like many institutions, went through a very difficult time financially between 2005-2011. There were drastic reductions in state budgets, a sever down-turn in donations and a loss of support from foundations and corporations. USU has rebounded from those difficulty years and is on a strong upward trajectory economically, academically and artistically. As stated in the Mission and Goals of the university, finding new revenue streams is important but attracting and keeping the best faculty is critically important. Because of the strong commitment to high quality in every aspect of the university, the future is both bright and exciting.

There has been no talk of further reductions or freezing salaries in more than two years. Budgets are growing...slowly. Enrollments are good and with the development of the Regional Campuses and Distance Learning programs, we will continue to meet our goals as Utah's Land Grant University.

3. Show evidence of long-range programmatic planning

The University's 2012 Master Plan may be found at <http://www.usu.edu/facilities/docs/planning/JordyUpdates10-2012/Master%20Plan%20Brochure.pdf>

Within the Caine College of the Arts and the Music Department we have not done a thorough long range planning process yet. This is on the department agenda for the 2013-14 academic year. The faculty retreat on Friday, August 16, 2013 will be devoted to developing a department long range plan.

We are now completing the 2013-14 calendar of performances which is a major step forward in our planning processes.

Music Department 2013-14 Performances

August 27 – Youth Conservatory Registration, 5:30 PM, KCH Lobby
September 24 – Fry Street Quartet, 7:30 PM, PH
October 3 – Autumn Voices, 7:30 PM, PH
October 9 – Jazz Ensembles, 7:30 PM, PH
October 15 – Emerald Brass Quintet, 7:30 PM, PH
October 25 – Youth Conservatory Recitals, 4:00 PM, Tippetts Balcony
October 25 – Symphony Orchestra, St. Thomas
November 6 – Jazz Combos, 7:30 PM, PH
November 7 – Fry Street Quartet, 7:30 PM, PH
November 8 – Wind Orchestra, 7:30 PM, KCH
November 13 – Symphonic Band and Combos, 8:00 PM, KCH
November 14 – Caine Chamber Ensembles, 7:30 PM, PH
November 18 – Percussion Ensemble, 7:30 PM, KCH
November 19 – String Ensemble, 7:30 PM, PH
November 20 – Jazz Ensembles, 7:30 PM, PH
November 23 – Prometheus Scriabin, 7:30 PM, KCH
December 3 – YC Christmas Recital, 4:00 PM, PH
December 3-4 – Department Holiday Concert, 7:30 PM, KCH
December 6-7 – Tri-State Band Fest, KCH
January 24 – Arts Week Grand Gala, 7:30 PM, KCH
January 31 – Fry Street Quartet, 7:30 PM, PH
February 1 – String Audition Day, 9:00 AM, PH
February 6 – Sing!, 7:30 PM, PH
February 8 – Youth Conservatory Monster Concert, 5:00 PM, KCH
February 21 – Symphonic Band and Wind Orchestra, 7:30 PM, KCH
February 27 – Symphony Orchestra Concerto Evening, 7:30 PM, KCH
March 4-6 – Wassermann Festival, PH
March 19 – Jazz Combos, 7:30 PM, PH
March 20-22 – Wassermann Festival, PH
March 26 – Jr High Band Fest, KCH
April 1 – Caine Chamber Ensembles, 7:30 PM, PH
April 2-3 – Wassermann Festival, PH
April 9 – Jazz Combos, 7:30 PM, PH
April 10 – Brass Happenings, 7:30 PM, PH
April 12 – Youth Conservatory Festival, KCH and Balcony
April 14 – Percussion Ensemble, 7:30 PM, KCH
April 17 – Symphonic Band, 7:30 PM, KCH
April 18 – String Ensembles, 7:30 PM, PH
April 22 – Women’s Choir, 7:30 PM, PH
April 23 – Youth Conservatory Graduation, 5:00 PM, PH
April 23 – Symphony Orchestra, 7:30 PM, KCH
April 25 – High School Band Fest, KCH
April 25 – Wind Orchestra, 7:30 PM, KCH

April 26 – Chamber Choir/Cache Children’s Choir, 7:30 PM, PH
May 6 – Jr High Band Clinic, KCH

4. Demonstrate a primary focus on supporting teaching and learning

The University’s Faculty Teaching Academy, <http://www.usu.edu/teachingacademy/>, is a clear indication of the support and priority placed on excellent teaching. USU is a Research I Institution. Because of the focus/emphasis on research, we are constantly working to balance workloads so faculty can focus on teaching/learning but still have time to do research or creative activity. The university leadership understands what music faculty must do for tenure and promotion while being very supportive of the teaching/learning emphasis.

By providing two additional tenure track faculty position, keeping funding levels from shrinking, and rewarding excellence in teaching, the senior leadership of the university is creating a wonderful balance between teaching and research/creative activity.

USU uses a Role Statement for each faculty member to specify how much emphasis is placed on Teaching, Research/Creative Activity, and Service. Most of the music faculty have a 50% Teaching - 40% Research/Creative Activity – 10% Service assignment. Some have the 40% Teaching and 50% Research/Creative Activity assignment. In all cases the teaching focus is represented at no less than 40% of the evaluative process for tenure and promotion.

5. Provide mechanisms for communicating along all components of the unit

There is a constant flow of email, now the main way of communicating to large numbers of people, up and down the administrative chain. Quarterly or semester meetings with the Provost (and often the President) with all Department Heads helps deal with a myriad of problems, issues and situations.

The Dean has at least two college-wide meetings each year to discuss issues directly with the faculty and staff of the college.

We have a monthly meeting with the Dean that includes Department Heads and staff leaders. We have Department Head meetings every two weeks. And, each Department Head has a private meeting with the Dean monthly.

Faculty meetings are held once each month – usually the second Tuesday of the month. Additional committee meetings are held on an as-needed basis.

Faculty can see the Department Head or Dean as desired. Both have an “open-door” policy for faculty.

Most internal meetings are held during the "common hour" between 11:30 a.m. and 12:30 p.m. on Wednesdays (no classes).

There is a student senator elected each year to represent the college at the Associate Students Utah State University (ASUSU). This is vitally important student position as ASUSU controls Student Fees and other funding available to academic unit to support student activities.

Our student organizations are not as strong as they should be. We have just started a student chapter of NAFME and need formal organizations of ACDA, Kappa Kappa Psi, Phi Mu Alpha Sinfonia, and perhaps others. We need to encourage the students to be more involved with the professional organizations and in helping shape policies for the Music Department.

6. Provide the music executive and other administrators of specialized areas sufficient time and staff to execute the required administrative and/or teaching duties effectively

The workload for the Department Head is flexible enough to allow for full time administrative work or for the Department Head to teach one or two classes per year. There is no pressure either way. The Department Head should teach a class when other administrative duties all. The current Department Head has been in the position for just over three semesters and has not taught a class. The plan is to have him teach one course next academic year.

The Youth Conservatory Director, Dr. Kevin Olsen, has a slightly reduced load to work with the administrative aspects of the Conservatory.

Both Associate Deans, Prof. Gary Amano and Dr. Cindy Dewey, have been offered reduced teaching loads but prefer to keep their private students and do the addition work as well.

There are two full time secretaries in the Music Department. Financial records, faculty budgets and other financial processes are centrally accomplished by the Dean's office staff.

Similarly, the College Production Services staff deals with publicity/marketing, and staging/lighting/sound for all of our productions. They are administered centrally and report directly to the Dean.

The centralization of these functions eliminates a lot of the work from the department and is working really well.