

School of Music
Administrative Activities Review (AAR)
8/3/2018

I. Basic Facts and Description of the Administrative Unit

- a. **Mission:** The administrative staff of the School of Music supports students and faculty in undergraduate and graduate programs (BA, BM, and MM) as well as one General Education course, 7500:201 Exploring Music: Bach to Rock. They also support many non-major students who participate in the performing ensembles or take applied lessons. Additionally, the staff supports the 300+ public performances of students, faculty, and guest artists each year. As the “front-door” to the University, the School of Music serves as an important link between the University and the community in NE Ohio.

Goals: The staff supports short- and long-term goals related to student degree completion as well as providing positive experiences for audiences, prospective students, K-12 music programs and other community partners.

- b. **Services:** The administrative components of the School of Music consist of an Interim School Director, two administrative assistants, and an Events Coordinator.

1. Interim School Director: Work is split between Associate Dean and School Director duties. The school director meets periodically with all full time and many part-time faculty members in the school to discuss teaching performance, workload, goals, and personal issues as they arise. The school director also manages hiring of part-time faculty, music accreditation, music scholarship distribution, student concerns, music donor development, and prospective student visits/inquiries from parents. The director attends School of Music performances on and off campus, serves as institutional representative for National Association of Schools of Music and Ohio Association of Schools of Music, represents the school in the community, and tends to other administrative matters related to the unit. Currently, the interim school director is also serving as graduate academic coordinator (allocating assistantships, administering diagnostic exams, advising/scheduling, and degree audits) and coordinator of the music education area (alumni reception, OMEA exhibit booth, student teacher placement, and degree audits).

2. Assistant to the Director: One staff line is approximately 80% clerical (e.g. budget, PeopleSoft reports, PAFs, TAAR preparation, PO processing, Professional Services Contracts for guest artists, Hiring Process Manager, etc.), and 20% direct student support (e.g. ensemble scheduling, travel, performance attire, managing student workers, etc.).
 3. Assistant to the Director: One staff line is approximately 60% clerical (e.g. graduate student contracts, clock hour forms, incoming student prospect management, etc), 20% receptionist support (e.g. answering phones, greeting visitors, etc.) and 20% direct student/faculty support (e.g. course enrollment, managing student/faculty communications, book orders, etc.).
 4. Events Coordinator: One staff line is approximately 50% clerical (e.g. academic schedule and building management, event scheduling/planning on campus & off campus, copyright compliance, grant writing/management, etc.), 25% public relations support (e.g. social media, publicity for events, marketing, donor development) and 25% direct student/faculty support (e.g. recital scheduling, training/supervising event workers, student recording engineers).
- **Critical Partners**: The School of Music works closely with the staff of EJ Thomas Hall and several other units on campus (Athletics, Student Union, Admissions, University Communications, Financial Aid, Graduate School, PFOC, etc.) Below is a list of community partners the school engaged with over the last year, not including any guest artists or organizations.

Community Partners		
Tuesday Musical	Children’s Concert Society	Danbury Senior Living
Village of St. Edwards	Concordia at Sumner Senior Community	Open Tone Music Camp
Blu+ Jazz	Akron Public Schools	Akron Symphony Orchestra
Stan Hywett Hall and Gardens	Hochschule für Musik	Hower House
Leadership Akron	Faith Lutheran Church	First Congregational Church
Akron Civic Theater	Garage Creative Studios	Musicians Repair Service
Diamond Deli	Pellegrino Music Center	Steinway Piano Gallery
Murphy Foundation	Kulas Foundation	Morgan Foundation
ORMACO (Ohio Regional Music and Culture Outreach)	Ohio Music Education Association	United States Marine Corps, 4th District
WKSU	WCPN	100.7 the Wave
Stewart’s Caring Place	STEP	Ohio Band Directors Conference

- **Customers:** The Interim School Director, Administrative Assistants, and Event Coordinator supported 18 TT, 8 NTT, 4 visiting FT faculty and an average of 19 part-time faculties per semester last year. In addition, they perform administrative tasks associated with approximately 225 majors, 250 non-majors in ensembles, 1730 students in Gen Ed classes, and over 30,000 audience members each year for local performances by students and faculty. Our Collage outreach concert for MS/HS students, which features the entire School of Music each fall, is one of our most visible recruitment events.

Collage Outreach:
2017 - 18 schools, 1400 students
2016 - 14 schools, 1200 students
2015 - 13 schools, 1400 students
2014 - 11 schools, 900 students
2013 - 14 schools, 1400 students

- **Key Performance Analysis:** Based on the FY 2017-18 data provided by Institutional Research, the School of Music Administrative staff supported the scheduling and completion of 12,258 student credit hours (SCH). Degree production is listed below.

IR Data	AY 12-13	AY 13-14	AY 14-15	AY 15-16	AY 16-17
UG Degrees	33	41	34	33	30
Masters Degrees	35	32	19	38	22

- **Brief Assessment.** Turnover of faculty due to retirements, NTT positions, and other circumstances has caused a decline in enrollment of majors as music students choose schools to study with particular faculty members, much like PhD students do in other units. The four TT searches planned for FY19 will greatly contribute to needed stability but the remaining several visiting and NTT positions will likely continue to inhibit recruitment in those areas.

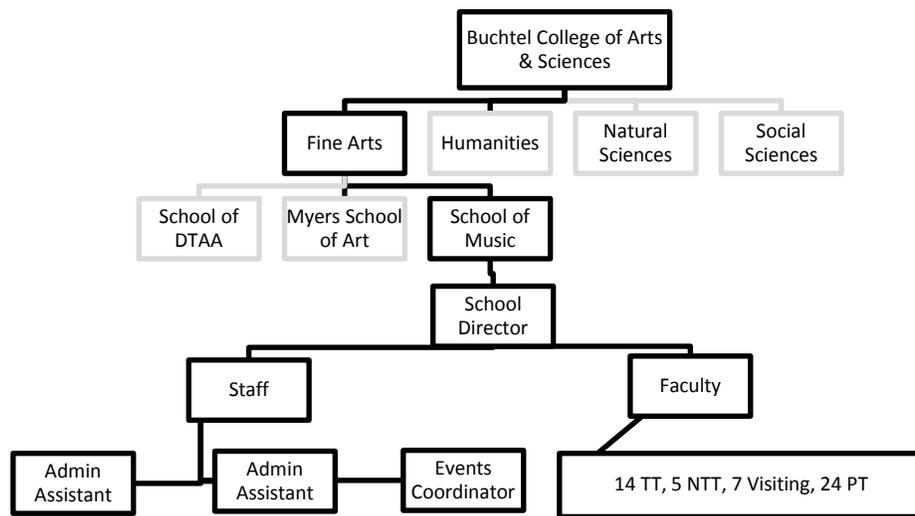
Changes in graduate student assistantship funding and tuition remission credits has also contributed to a decline in the number of graduate music majors as the school was previously able to split one assistantship

between two students. Music students typically do not self-pay for graduate degrees.

The school has also experienced interim leadership by a non-musician for the last two years, which has not helped the recruitment efforts.

c. **Resources:**

- **Personnel:** The School of Music is housed in the Fine Arts Division of Buchtel College of Arts and Sciences. Number of anticipated faculty for FY19 included.



- **Financials:** Major categories of expenditures are listed below. In FY 16, 17 & 18, the interim director's salary was paid out of the Dean's Office for J. Thomas Dukes. One administrative assistant was paid out of the Dean's Office in FY14 as well.

Administrative Salaries:

		FY14	FY15	FY16	FY17	FY18
Director						
	Usher	\$109,333	\$111,733			\$118,245
	Dukes			Dean's Office	Dean's Office	
Staff						
	Bradfield	\$49,400	\$49,400	\$49,400	\$49,400	\$49,400
	LaNasa	\$32,635	\$33,280	\$35,942	\$35,942	\$35,942
	Longenecker	Dean's Office	\$47,424	\$47,424	\$47,424	\$47,424
	McElliott	\$52,354				

Operating Budget Expenditures:

Account Line	FY18		FY17		FY16		FY15		FY14	
	Budgeted	Actual								
201530	\$94,533	\$94,532	\$104,927	\$104,294	\$466,139	\$425,157	\$35,336	\$35,336	\$23,998	\$19,083
201535	\$2,382	\$2,382	\$1,900	\$1,848	\$1,900	\$1,818	\$1,902	\$1,429	\$1,900	\$1,898
201536	\$1,400	\$412	\$1,900	\$1,862	\$1,908	\$1,181	\$2,922	\$1,041	\$1,900	\$878
201550	\$3,179,912	\$3,179,111	\$3,362,899	\$3,361,086	\$3,209,038	\$3,208,558	\$3,374,790	\$3,373,836	\$3,330,417	\$3,325,724
201552	\$29,500	\$2,244	\$3,789	\$3,163	\$5,398	\$5,196	\$5,283	\$4,185	\$5,000	\$4,100
201553	\$9,612	\$9,612	\$9,573	\$8,393	\$9,500	\$9,311	\$10,754	\$10,789	\$9,500	\$8,245
201554	\$3,050	\$2,963								
	\$3,320,389	\$3,291,256	\$3,484,988	\$3,480,646	\$3,693,883	\$3,651,221	\$3,430,987	\$3,426,616	\$3,372,715	\$3,359,928

\$430,820 was added to this account for the Idaho Bowl Marching Band Trip

FY2017 was the first year that the MB funds for apparel were deposited into our account instead of using the President's account.

201552 -- An unrequested line item appeared for FY18 for part-time staff for \$26,872.

- Equipment and Technology:** The School of Music has upgraded most of the pianos within the School as a result of the Steinway campaign. Of the 83 pianos within the School, only 24 remain to be replaced to become an All-Steinway School. As most of those are the largest pianos, the budget to finish the campaign is just over \$950,000. The School has a significant investment in the larger instruments such as tubas, timpani, steel drums, etc. that need regular maintenance in addition to the piano tunings necessary throughout each year.

The dean's office has assisted the upgrade of the music computer lab this summer. The recent retirement of two music technology and electronic music faculty will prompt faculty discussion over the next year

about the curricular direction the school should take, which will perhaps impact the electronic music lab.

The recording capabilities in Guzzetta Recital Hall need upgrading with an analysis of livestreaming capabilities, as many Schools of Music currently stream performances to attract additional audiences and prospective students. There are licensing costs that need investigation with this as well.

- **Space:** – The School of Music office is located on the 2nd floor of Guzzetta Hall and provides separate offices for the Interim Director, the Events Coordinator, and one Administrative Assistant. The second Administrative Assistant sits at a desk in the open reception area inside the suite to greet students, parents, and guests. The School of Music occupies the remainder of the original portion of Guzzetta Hall, including Guzzetta Recital Hall, large ensemble rehearsal spaces, faculty offices and studios, a computer lab, an electronic music lab, GRH recording studio, classrooms, steel pan yard, practice modules, instrument lockers, and storage.

II. Future Plans

- a. **Potential Changes:** The college has invested some technology money over the summer to upgrade the music computer lab which will greatly benefit our students this fall. Guzzetta Hall is slated for a much-needed roof replacement in May 2019. The original portion of the building was built in 1976 and has sustained damage from the leaking roof over the last few years. The recital hall needs significant renovation of seats, electrical, lighting, and acoustic treatments as do the large ensemble rehearsal rooms, classrooms, and faculty studios. It is difficult to recruit high school students coming from much more up-to-date music facilities.

The faculty is focused on revising curriculum and preparing our self-study for the upcoming reaccreditation visit in 2020-2021 by the National Association of Schools of Music. Recruitment is the school's top priority in addition to increasing retention and completion.

Interim leadership is of concern to future growth and success. Searching for one tenured professor to administer both the School of Music and the School of Dance, Theatre, and Arts Administration may prove very difficult at a time when many schools of music in the state and nationally are searching to replace music

executives only. Both schools demand significant investment of evening and weekend time from an administrator, in addition to other large responsibilities such as overseeing community partnerships, donor development, production oversight, etc. Combining the two schools into one performing arts school is not likely to be well received by faculty, students, alumni, or the arts community at large.

- b. **Trends:** It is difficult to identify Bureau of Labor Statistics for music careers, as many are self-employed or counted in other areas (music educators are grouped in with all other teachers, for example). The job outlook for the single category of musicians and singers indicates a 6% projected average job growth in the next decade. Demand for our music degrees will remain strong as long as the reputation of the school for producing well-prepared music educators and high quality performers persists.