

May 18, 2017

To: Robert Stacey, Dean, College of Arts and Sciences
Catherine Cole, Divisional Dean of the Arts, College of Arts and Sciences

From: David L. Eaton, Vice Provost and Dean
Rebecca Aanerud, Associate Dean for Academic Affairs



RE: Review of the School of Music (2016-2017)



This memo outlines the recommendations from the academic program review of the School of Music. Detailed comments and findings can be found in the documents that were part of the following formal review proceedings:

- Charge meeting between review committee, school, and administrators (April 26, 2016)
- School of Music self-study (August 31, 2016)
- Site visit (October 24-25, 2016)
- Review committee report (November 28, 2016)
- School of Music response to the review committee report (January 19, 2017)
- Response from Dean of College of Arts and Sciences, Divisional Dean of the Arts, and Director of the School of Music (March 1, 2017)
- Graduate School Council consideration of review (May 18, 2017)

The review committee consisted of:

Anthony Geist, Professor, UW Spanish and Portuguese Studies (Chair)
Valerie Manusov, Professor, UW Department of Communication
Scott Magelssen, Associate Professor, UW School of Drama
Bruce Pennycook, Professor, School of Music, University of Texas at Austin
Glen Whitehead, Associate Professor & Music Program Director, University of Colorado, Colorado Springs

The School of Music offers: Bachelor of Music, Bachelor of Arts, Master of Music, Master of Arts, Doctor of Philosophy, and Doctor of Musical Arts degree programs and the Graduate Artist's Certificate in Music.

The Graduate School Council considered findings and recommendations from the review at its meeting on May 18, 2017. A summary of this report, composed by Graduate School Council Members, is attached to this document

Graduate School Council Recommendations

The Graduate School Council commends the School of Music on the strength of its programs, faculty, and students. After discussion regarding the attached general recommendations, the Council recommended the following action items:

- Full academic program review in 10 years
- In addition, the response letter from College and School leadership (March 1, 2017) indicated that a faculty workshop would be facilitated by a national consultant. We request that the Associate Dean of Academic Affairs and Planning in the Graduate School have the opportunity for a conversation with the consultant prior to the retreat.
 - By October 15, 2017, the School of Music should submit a summary of the retreat proceedings and action items developed during the retreat.
- By May 1, 2018, the School of Music should submit an interim report that addresses the progress made toward action items identified at the retreat and addressing the questions outlined in the response letter from College and School leadership.

The Graduate School Council will consider the interim report during Spring Quarter, 2018 and may offer additional recommendations at that time. All items should be submitted directly to the Associate Dean for Academic Affairs and Planning in The Graduate School.

We concur with the Council's comments and recommendations.

cc: Gerald Baldasty, Provost and Executive Vice President
 Patricia Moy, Associate Vice Provost for Academic and Student Affairs, Office of the Provost
 Jason Johnson, Associate Dean, Undergraduate Academic Affairs
 Richard Karpen, Director and Professor, School of Music
 UW Members of the academic program review committee
 Members of the Graduate School Council
 Wesley Henry, Associate Director, Academic Affairs and Planning, The Graduate School
 President, Graduate and Professional Student Senate

Attachment

Summary of Graduate Program Review

Academic Unit Name: School of Music

This is a complex department with a plethora of degree options. The 10-year review conducted in late 2016 highlighted a number of strengths but also revealed some fundamental weaknesses and concerns which will require substantial changes in the near and long-term future. In the words of the Review Committee, “the status quo is not sustainable.”

Program Strengths:

The Review Committee highlighted many strengths of the School of Music noting the high quality of musical training and scholarship. It particularly noted the work of the jazz, classical and contemporary music programs which seek to integrate their efforts in pedagogical innovation, the curricular ties between Ethnomusicology and Music Education at the graduate level, the entrepreneurial program for both majors and non-majors with the Seattle Symphony, and the cutting edge DXARTS music technology program. The Committee found that while the School of Music has the potential to become nationally and internationally recognized as a center for contemporary music, it has a number of barriers that stand in the way of achieving such success.

Program Concerns and Challenges:

One of the key concerns and challenges is the multiplicity of degree programs particularly at the graduate levels. There are 42 graduate degree programs and in 2014-15 there were 43 graduates cumulatively from these 42 programs; the previous two years had 35 and 36 respectively. The reviewers found that nine of the graduate programs had had no students since 2011. In short, the School of Music’s graduate endeavor is splintered among a large number of degree programs. One significant challenge is the lack of funding for graduate study, including a lack of teaching assistantships. The Review Committee argues that it is essential for students, particularly those in the PhD program, to have an opportunity to both teach and to have access to a funding source or mechanism for funding.

Further complicating the scenario is the splintering of the faculty into what the Review Committee term “trenchant siloing” which has led to a dissembling of the faculty into many factions and subgroups. Moreover, there is a general division between faculty and students in the performance programs as opposed to the academic programs.

While there is real concern that the number of tenured and tenure-track positions have declined over time, the School of Music actually has a very large faculty, including 16 professors, 11 associate professors, 5 full-time artists in residence, 32 part-time artists in residence, and 12 affiliate and adjunct faculty. Even discounting the affiliate/adjunct faculty, this is a large faculty given the numbers of students. Moreover, within this faculty, there are 15 who are designated program chairs. Naturally, with so many programs and faculty leaders, there is constant competition for limited financial resources and concerns of favoritism in granting resources. The Review Committee found that the faculty disunity was enhanced by the lack of any unifying administrative structure. This was reflected in the School of Music’s Self Study, which included

14 separate mini-reviews from program directors. There is virtually no way within the current structure to bring this very divided faculty together to create a new model for the School of Music that will allow it to function harmoniously and grow in an increasingly competitive market.

The Review Committee concluded it was imperative that the School of Music seek to create a new model or identity for itself that would embrace its strengths. This imperative requires that the faculty engage with each other and work together to build an administrative structure and shared governance approach to address consolidation of the many programs into a select few core areas. The Committee made some suggestions on how these core areas might be organized but urged the faculty to work together to hone these.

The Committee urged the faculty to engage in a retreat/discussion/ re-envisioning process to: identify the primary goals of the School of Music; create a sustainable administrative structure; reduce the number of degrees offered consolidating them and eliminating degree programs as necessary; and find more ways to engage with the community for the benefit of students and faculty.

School of Music Response to the Review

The School of Music's initial response to the Review (1/19/17) was authored by two of the program chairs and one of the artists in residence. It referenced all of the positive aspects noted by the Review Committee but made only an oblique reference to the concerns raised.

The Graduate School encouraged a more substantive response which arrived on 3/1/17 and was written by the Richard Karpen, Director, School of Music, Catherine Cole, Divisional Dean of the Arts, and Robert Stacy, Dean of the College of Arts and Sciences. In this response the School pledged to hold a faculty retreat with a well-known consultant specializing in complex governance issues. It also offered to provide an interim report during the 2017-18 academic year, responding to some of the key questions raised by the review.