

# LSU COLLEGE OF MUSIC & DRAMATIC ARTS

## STRATEGIC PLAN 2003-2010

### **Introduction and Background**

The College of Music & Dramatic Arts consists of (1) the School of Music (approximately 475 majors—baccalaureate through doctorate) and 60 faculty and staff; and (2) the Department of Theatre (approximately 200 majors—baccalaureate through doctorate) with 25 faculty and staff. Breakdown of students by level in the School of Music is approximately two-thirds undergraduate and one-third graduate, with approximately 80 students pursuing either the Doctor of Musical Arts Degree (DMA) or the Doctor of Philosophy Degree (PhD). The Department of Theatre maintains an enrollment of approximately 30 (15%) graduate students, balanced between Master of Fine Arts (MFA) and Doctor of Philosophy (PhD) programs.

The Department of Theatre incorporates Swine Palace Productions, a professional Equity company that operates out of the Reilly Theatre on campus. The Department also supports a curriculum minor program in Dance.

Due to the synergistic nature of the two units in this College (comprising the performing arts) and the scope of each unit's Strategic Plan (Music and Theatre Plans are especially thorough, providing background, selected major accomplishments, long-range action agenda, responses to the Chancellor's Flagship Agenda, and First-Year Plans), a detailed College Plan was thought to be redundant. We therefore offer a narrative overview of the College's goals and objectives for the seven-year period in question.

Ronald D. Ross  
Dean  
5/03

## College Vision Statement

The College's Vision Statement remains unchanged from June 2002: *The LSU College of Music & Dramatic Arts seeks to become recognized as a national leader in the areas of music and theatre.*

## Objectives

By the year 2010, the College will have achieved the following objectives:

1. The School of Music will be recognized as one of the top ten comprehensive schools of music in the nation. It will also retain its "Foundations of Excellence" status on the LSU campus.
2. The Department of Theatre will have "morphed" into the School of Theatre and will have been accredited by the National Association of Schools of Theatre.
3. Various facilities controlled and used by the School of Music and Department of Theatre will have been restored or renovated. These include:
  - a. The Music & Dramatic Arts Building (\$21-million project scheduled to begin June 2004)
  - b. The new Music Pavilion (an \$8-million project), housing the School of Music's new Paula Garvey Manship Recital Organ and serving as a recital hall for choral and instrumental solo and chamber music performances
  - c. The Reilly Theatre Phase IV (estimated cost: \$4-million), providing the Department of Theatre with flexible rehearsal and performance spaces for traditional and experimental theatre productions and dance rehearsals.
  - d. The Union Theater, Phases V-XII (estimated costs \$5-million): acoustical upgrades, renovations to restrooms, new box office, new porte-cochere, etc.
4. The new LSU Band Hall will have been built, primarily with funds raised from Band Alumni and friends.
5. The Center for Creative Technologies will be fully operational, with involvement by and input from the School of Music's electro-acoustic and computer music faculty and staff.
6. Endowment funds will have been created for special programs, including the following: opera, choir, orchestra, and bands, in the School of Music, and for production support in the Department of Theatre and Swine Palace Productions. Additional endowed chairs and professorships will be funded, for the benefit and enhancement of the music and theatre programs.
7. Operational budgets will have been increased to support the technological and equipment needs of the College.
8. Curriculum and program upgrades will have occurred in jazz and music pedagogy areas on the Master of Music (MM) degree, and in costume, lighting, scenery, and related technology areas on the Master of Fine Arts (MFA) degree.

## DEPARTMENT OF THEATRE

### LONG-RANGE ACTION AGENDA FOR 2003-2010

The following goals and objectives are to be addressed by the year 2010, the 150<sup>th</sup> anniversary of LSU as a post-secondary institution.

#### *Fundamental*

**Goal - To achieve status as a “Foundations of Excellence” program on the LSU campus.**

- Objective 1: To receive enhanced graduate assistantships for both the Ph.D. program and the M.F.A. professional training programs (acting; design/technology – costume, scenery, and lighting)
- Objective 2: To receive priority funding for faculty and staff salary increases, to close the gap between LSU and its peer theatre schools.
- Objective 3: To continue to improve the Department’s national profile through NAST accreditation.

#### *Facilities*

**Goal - To complete capital projects and renovations to facilities used by the Department of Theatre**

- Objective 1: Complete the renovation (\$21-million) of the Music and Dramatic Arts Building, which includes the addition of a studio theatre, dance studio, and production shops.
- Objective 2: Complete programming for the Reilly Theatre, Phase IV renovation project. (This upgrade will include gender specific dressing rooms, improved restroom access, storage, enlarged green room, flexible seating, tech galleries, rehearsal and dance studios, and acoustical treatments.).
- Objective 3: Develop and implement a fund raising campaign (through the Dean’s office) for “naming opportunities” for the Music and Dramatic Arts Building (i.e., seat campaign for the

Shaver Theatre, naming opportunities for studio theatre, lobby, shops, studios, classrooms, and equipment).

Objective 4: Secure adequate on-campus storage for props, costumes, scenery.

### ***Budget***

#### **Goal - To improve operational and production funding.**

Objective 1: Secure equipment budget of \$50,000-\$100,000 annually, for purchase and maintenance of theatre equipment for three performance venues (Reilly Theatre, Shaver Theatre, and Theatre 150) and technology hardware/software (for student computer labs, production studios, and faculty offices).

Objective 2: Secure funding (\$100,000 - \$250,000) from Provost or other University sources for Swine Palace Productions (operational and production support).

Objective 3: Secure funding (\$25,000 - \$50,000) for Departmental mainstage and student workshop productions (operational and production support).

Objective 4: Maintain funding (through the Chancellor's Discretionary Account) for housing Swine Palace visiting artists.

Objective 5: Increase funding for support of faculty travel and research.

Objective 6: Increase funding for graduate student assistantships and travel.\*

\*Doctoral students currently receive virtually no departmental support for conference travel; students enrolled in the M.F.A. acting program receive no institutional support for attending industry-wide showcases and auditions.

### ***Curriculum***

#### **Goal - Update curricula to maintain national prominence in the field.**

Objective 1: Add specialization to the B.A. degree: Arts Administration.

Objective 2: Add concentration to the Ph.D. degree: Dramaturgy.

Objective 3: Continue to expand the Scholarship of Engagement (through service-learning initiatives and learning communities).

**Goal - Add B.F.A. in Musical Theatre once the M&DA Building renovation is completed.**

Objective 1: Add three full-time faculty positions in movement (jazz/tap/choreography; voice (“belt” technique); musical theatre direction/repertoire.

Objective 2: Introduce a summer certificate program in Musical Theatre.

**Goal - Add B.F.A in Dance.**

Objective 1: Add three full-time faculty positions in modern dance, dance history, and ballet [Additional faculty members would be drawn from music theatre faculty.] [See Objective 1 under “Add B.F.A. in Musical Theatre.]

**Goal - Add M.A. in Teacher Training and Pedagogy.**

Objective 1: Add two full-time positions in teacher training and pedagogy.

**Goal - Add M.F.A. (specializations in Costume Design/Technology, Scenic Design, and Technical Production).**

Objective 1: Add one full-time faculty position in scenic and lighting design.

Objective 2: Add a clerical position for design/tech areas.

**Goal - Expand Ph.D. degree program.**

Objective 1: Add one full-time faculty position in theatre history, literature, criticism and theory.

### *Swine Palace Productions*

**Goal - Continue to enhance Swine Palace Productions from a quasi-professional company, operating under Equity-U/RTA, tier 1 to LORT status. [LORT status would change Swine Palace to a “fully” professional company with increased production and community outreach activity.]**

[See Objectives 1 and 5 under Facilities and Objectives 1, 2, and 4 under Budget.]

Objective 1: Add a fully professional staff dedicated to the company: associate props master, scenic artist, one carpenter, development associate, marketing associate, business manager, and one full-time administrative assistant.

Objective 2: Create Swine Palace endowment fund with principal of \$10- million to \$20- million. Earnings would fund annual start-up production costs. (This level of funding would close the gap between LSU and its peer theatre schools affiliated with full-time, professional, Equity theatre companies).

### *Special Program Support*

**Goal – Secure funding through Academic Affairs to acquire and maintain lodging for students and faculty in New York, London, and Baton Rouge.**

Objective 1: To secure lodging for students and faculty in New York and London to achieve leadership in the field.

**Goal - Secure funding through Academic Affairs for housing visiting artists and scholars on the LSU campus.**

### *Diversity*

**Goal - Continue to strive for diversity in all areas: personnel, visiting artists/scholars, student enrollment, artistic and scholarly initiatives.**

Objective 1: Add at least two African-American faculty members in both performance (acting, directing, movement, or voice) and scholarship (theatre history, dramatic literature, theory or criticism) areas.

Objective 2: Continue to recruit Huel Perkins Scholars.

Objective 3: Continue to strengthen diversity in every segment of the department: artistic endeavor, scholarship, teaching, service, and culture.

### *Fund Raising*

**Goal - Develop and implement a capital campaign for the Reilly Theatre, Phase IV renovation project.**

[See Objective 2 under Swine Palace Productions and Objective 1 under Facilities.]

**Goal – Continue to secure funds from corporations, private donors, and foundations for Swine Palace Productions and LSU Theatre (operating, endowment, and production support).**

[See opening statement – “Fundraising and Grants -- concerning funding to date.]

**Goal - Continue to secure private and corporate funding for scholarships and aid for all students.**

### *Alumni Relations*

**Goal - Enhance relations with theatre alumni.**

Objective 1: Experiment with publishing *On Stage*, our alumni newsletter more frequently.

Objective 2: Involve alumni more often in departmental events.

Objective 3: Expend more effort in “communicating” with alumni.

Objective 4: Sponsor substantial receptions at national and important state conferences.

Objective 5: To continue to improve web site and promotional CD.

## DEPARTMENT OF THEATRE'S FIRST-YEAR (2003-04) PLAN

We have grouped items in our First-year Plan under headings similar to those used for the Department of Theatre's Long-Range Plan Goals and Objectives above.

### *Facilities*

- Objective 1: Vacate the M&DA Building in June 2004 and begin major renovation shortly thereafter.
- Objective 2: Program the Reilly Theatre for Phase IV Renovation.
- Objective 3: Develop and implement a fund raising campaign (through the Dean's office) for "naming opportunities" for the Music and Dramatic Arts Building. (i.e., seat campaign for the Shaver Theatre, naming opportunities for studio theatre, lobby, shops, studios, classrooms, and equipment.
- Objective 4: Secure adequate on campus storage for props, costumes, scenery.

### *Curriculum*

- Objective 1: Add specialization to the B.A. degree: Arts Administration.
- Objective 2: Continue to expand the Scholarship of Engagement (through service-learning initiatives and learning communities).
- Objective 3: Secure funding for new faculty position in scenic and lighting design. (The Marcus Sherrill line was lost through the budget reallocation of 2002.)
- Objective 4: Secure funding for new faculty position in African-American scholarship (theatre history, dramatic literature, theory or criticism).
- Objective 5: Schedule NAST visitation and begin writing self-study document.

### ***Swine Palace Productions***

- Objective 1: Continue to explore the creation of a Swine Palace endowment fund with principal of \$10- million to \$20- million. Earnings would fund annual start-up production costs.
- Objective 2: Develop strategies for a capital campaign to address the Reilly Theatre, Phase IV initiative.

### ***Diversity***

- Objective 1: Continue to strengthen diversity in every segment of the department: artistic endeavor, scholarship, teaching, service, and culture.

### ***Fund Raising***

- Objective 1: Continue to secure funds from corporations, private donors, and foundations for Swine Palace Productions and LSU Theatre (operating, endowment, and production support).
- Objective 2: Continue to secure private and corporate funding for scholarships and aid for all students.

### ***Alumni Relations***

- Objective 1: Involve alumni more often in departmental events.
  - Objective 2: Expend more effort in “communicating” with alumni.
  - Objective 3: Sponsor substantial receptions at national and important state conferences.
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## **LSU SCHOOL OF MUSIC**

### **BACKGROUND AND VISION STATEMENT**

In 1998, the LSU School of Music approved the following vision statement as the cornerstone of its Strategic Plan: *By the year 2005, the LSU School of Music will be recognized as one of the top 10 comprehensive schools of music in the nation.* We acknowledged then that such a goal was adventurous, even elusive. For example, how does one know when that goal has been achieved? Even with this caveat and the risk of falling short of the goal, we still thought it worth the effort. (Sometimes the trip is more fun than the arrival.)

Five years later, we are even more encouraged that such a goal can be achieved. A primary reason for such enthusiasm can be found in the following listing (selected) of major accomplishments from recent years, some of which clearly can be achieved only by the very top rank of university schools of music nationwide. Moreover, selected LSU School of Music programs have enjoyed national prominence for decades: opera, bands, choirs, orchestra, music education, and composition.

### **MAJOR ACCOMPLISHMENTS, 1994-2003**

#### ***ENHANCEMENTS TO NATIONAL VISIBILITY***

Several students took top honors in national competitions: Finalist in Metropolitan Opera Auditions, 1998 (one of eleven nationally); winner of the Music Teachers National Association (MTNA) college-level competitions, 1990s (composition; piano; violin); winner of the MTNA string chamber music competition. One group (tuba/euphonium quartet) won the 2001 International Tuba/Euphonium Conference Chamber Music Competition.

Recent recipients of doctoral degrees in music have been placed at leading universities: University of Washington, University of Arizona, and University of South Carolina, to name a few.

The LSU Tiger Band was named the Number One Marching Band in the nation for 2002 by the John Philip Sousa Society. The Band received the Sudler Trophy as part of the honor.

The LSU Percussion Ensemble performed by invitation at the International Percussive Arts Society conference in Columbus, OH, 2002.

The LSU A Cappella Choir was named one of four outstanding college-university choirs (1995). Choir was invited to sing at the Kennedy Center in Washington, D. C.

The LSU Symphony Orchestra received an award (2002) from the American Society of Composers, Authors and Publishers (ASCAP) for programming of contemporary music. Oberlin Conservatory of Music and the Peabody Conservatory of Music also shared the award, which was given in the new Verizon Hall in Philadelphia. Over the past several years, LSU faculty composers and graduate students in composition have also garnered multiple ASCAP awards.

The LSU School of Music hosted the national meeting (2001) of the Society for Electro-Acoustic Music (SEAMUS). It also hosted the Society for Music theory national meeting in 1996.

LSU's Festival of Contemporary Music is now in its 58<sup>th</sup> year. As such, it is the longest running contemporary music festival in the nation.

Several faculty members now serve or just recently completed terms as editors or officers of leading journals or professional organizations. Some examples: Editor, *The Journal of Research in Music Education*; Editor, *Update: Applications of Research in Music Education*; Editor, Newsletter for The American Musicological Society; President, Society for Electronic Music (SEAMUS); Secretary, The American Musicological Society; Member of the National Board in Composition of the College Music Society.

10-year re-accreditation by the National Association of Schools of Music resulted in appraisals of "outstanding school of music" by visitors during exit interview with the University Provost (October, 1998).

### ***APPROVALS AND/OR FUNDING OF CAPITAL PROJECTS***

University, LSU System, and Legislative approvals and funding to renovate 1932-era Music & Dramatic Arts Building have been received. Project is to cost in excess of \$21-million. Move-out is scheduled for January 2004. Project completion date: June 2006.

New concert organ for the proposed new LSU Organ/Chamber Music Pavilion has been designed. Pavilion and recital hall designs are virtually complete.

12-phase renovation of the LSU Union Theater has begun. New orchestra shell (\$200,000), part of Phase I, has already been installed. Phases I-IV are now complete. Phases 5-12 await approval of special funding for a totally renovated LSU Union (\$54-million).

University approval has been received to develop and write a program for a new LSU Band Hall (estimated to cost \$7.5-million when project is completed).

## ***FUND-RAISING SUCCESSES***

School's endowment funds have increased from \$1-million to almost \$7-million.

Over \$3-million of a planned \$8-million needed for the new organ/chamber music pavilion has already been raised.

Endowed professorships have increased from three to 15.

The School's first endowed chair agreement (string pedagogy), \$1,000,000 when matched with state funds, has been signed (to be an estate gift). Another \$1,000,000 chair (in an area yet to be finalized) has been pledged.

A new program enhancement endowment fund was established in 2002 by School of Music alumna and local corporate CEO Janice Pellar. The endowment will benefit the LSU A Cappella Choir.

Several new endowed music scholarships have been created (horn, opera, organ, piano, and voice).

We negotiated a special gift to create a Guest Artist Endowment Fund (\$350,000).

The School received a gift to renovate and upgrade the Music Resources Center in Middleton Library (\$250,000). State-of-the-art digital equipment was installed for use by students and faculty.

## ***GRANTS RECEIVED (SELECTED)***

In March 2003, LSU CAPITAL announced the awarding of a \$1.1-million grant to establish the Laboratory for Creative Arts Technologies (L-CAT). School of Music faculty leadership was a key ingredient in conceptualizing CTL and securing this initial grant. CTL will consist of several faculty and staff, drawn from digital media arts disciplines. In addition, there will be a Director and Assistant Director of CTL and a substantial annual equipment budget.

Several music faculty have received Board of Regents (LEQSF) and Technology Fee Grants of significance recently: Digital Computer Lab; Music Techniques Instruments; Multi-Media Equipment; New LSU Union Theater Orchestra Shell, among others.

## ***BUDGET IMPROVEMENTS***

The School of Music was designated by the University (1999) as one of 12 "Foundations of Excellence" programs on campus. Result: 48 enhanced doctoral graduate assistantships; priority for enhanced publicity (first unit on campus to receive a redesigned web page, provided by University Relations); additional resources for faculty merit salary increases.

A new Performing Arts Fee fund was proposed by the School of Music, and subsequently approved by students (university-wide election) and the LSU System. Fund now generates approximately \$100,000 annually for music student ensemble tours, guest artists/lecturers/clinicians, opera support, and special projects.

The School of Music became a unit of the College of Music & Dramatic Arts (1998). The School received an additional \$350,000 in permanent up-budget funds coincident with forming the new college. The Department of Theatre was the other academic unit joining with the School of Music to form the “new” college.

### ***FACULTY/STAFF ENHANCEMENT***

New faculty positions were added during the period:

- Tuba/euphonium
- Double bass
- Music Education/Multi-Media

- Violin (part-time)
- Accompanying/Collaborative Arts (part-time)
- Accompanying/Collaborative Arts (part-time)

Substantive change to faculty position during the period:

- Director of LSU Opera (converted from a faculty voice position)

New staff positions were added during the period:

- Academic Counselor
- Assistant Director of Bands (funded primarily by the Athletic Department)
- Publicity Coordinator/Concert Manager
- Coordinator of Student Services

- Information Technology Support (part-time)

### ***IMPROVEMENT IN COMMUNITY RELATIONS***

The Annual Concert Spectacular was initiated in 1995. It has become a highlight of the community’s cultural season and the School’s major fund-raising focus with the community at-large. The event is now sponsored by the Friends of Music. Proceeds go to supplement graduate music scholarships.

School of Music students, faculty and alumni continue to form the backbone of the community’s performing arts initiatives. For example, approximately 60% of the

membership of the Baton Rouge Symphony Orchestra is comprised of School of Music personnel and alumni. Church and synagogue music and local clubs/restaurants rely heavily on these same “professionals” for high-quality musicianship.

The School’s Music Academy continues to serve the broader public by providing high-quality music instruction to pre-college students. Recent enrollments in the Music Academy average 120 per semester, including summers.

The Music Education Division maintains high visibility in the elementary schools and in the instrumental classrooms in local parishes. Extended day music programs are also offered free of charge to the Baton Rouge Center for Visual and Performing Arts. The division sponsors annual in-service experiences for East Baton Rouge Parish elementary music teachers. Orff Workshops are offered every summer, and guest clinicians are provided to the secondary instrumental classrooms on a frequent basis.

The School of Music provides spaces on an ongoing basis for rehearsals of the Louisiana Youth Orchestra, the Louisiana Junior Youth Orchestra, the Baton Rouge Symphony Orchestra, the Baton Rouge Symphony Chorus, and the Baton Rouge Concert Band.

Concert Manager office now serves a vital function in responding to requests from corporations, businesses and patrons for on-site musician services.

### **LONG-RANGE ACTION AGENDA FOR THE LSU SCHOOL OF MUSIC, 2003-2010**

The following goals and objectives are to be addressed by the year 2010, the 150<sup>th</sup> anniversary of LSU as a post-secondary institution. Goals have been grouped under common headings for clarification of intent.

#### *Primary*

**Goal - Maintain status as a “Foundations of Excellence” program on the LSU campus.**

- Objective 1: Continue receiving enhanced doctoral graduate assistantships.
- Objective 2: Continue receiving priority funding for faculty and staff salary increases, to close the gap between LSU and its peer music schools.
- Objective 3: Continue improving School’s marketing and publicity profile.

#### *Facilities*

**Goal - Complete capital projects and renovations to facilities needed/used by School of Music.**

- Objective 1: Complete the major renovation (\$21-million) of Music & Dramatic Arts Building .
- Objective 2: Complete funding for new Music Pavilion (organ, choral and chamber music recital hall; organ teaching studio; practice rooms; gala lobby). Project estimated to cost \$8-million, of which over \$3-million is already on hand.
- Objective 3: Raise funds from alumni, friends, University and State to design and construct new LSU Band Hall. Program for this new facility should be completed by Fall 2003.
- Objective 4: Complete the renovation of the LSU Union Theater.

***Budget***

**Goal - Improve operating budget funds.**

- Objective 1: Secure equipment budget of \$50,000-\$100,000 annually, for purchase and maintenance of musical instruments, and purchase/replacement of technology hardware (for student computer labs and faculty offices/studios).
- Objective 2: Increase funds for support of faculty travel, performance and research.
- Objective 3: Secure incentive funding (\$25,000 annually) from Provost or other University sources for special projects, such as LSU Opera.

***Curriculum***

**Goal - Update curricula to maintain leadership in the field.**

- Objective 1: Add concentrations to the MM degree: collaborative piano; jazz pedagogy; chamber music
- Objective 2: Add concentration to the DMA degree: piano pedagogy
- Objective 3: Enhance and market BA in Music degree.
- Objective 4: Expand course offerings in Music of the Americas; Non-Western Music; Music, Business and Technology; Introduction to Computer Music.
- Objective 5: Continue to explore and expand web-based instruction models (music appreciation; music education).
- Objective 6: Interface the Music Academy with music education and pedagogy under "Life-Long Learning in Music."
- Objective 7: Expand summer master's degree program in music education to include substantive workshops that will help

fulfill the new need for recertification of music teachers in the state.

**Goal - Improve jazz studies program.**

Objective 1: Add faculty (part-time, if necessary) with expertise in key areas of need: saxophone, trombone, trumpet, and guitar, drum set.

Objective 2: Secure an endowed Chair in Jazz Studies.

**Goal - Provide capacity to increase music major enrollment to 500.**

Objective 1: Add full-time faculty in choral music education; musicology; trumpet/jazz; voice; composition.

Objective 2: Add part-time faculty in clarinet; voice; guitar.

Objective 3: Add secretary for Ensembles & Conducting Division.

*Special Research Initiatives*

**Goal - Implement and stabilize the new LSU Creative Technology Laboratory (interdisciplinary program specializing in digital media arts).**

Objective 1: Add faculty and staff necessary to manage high-visibility, cutting-edge program.

Objective 2: Make adjustments to existing music programs (e.g., composition) where faculty teaching and research initiatives will be affected.

Objective 3: Acquire and maintain specialized equipment.

*Fund Raising*

**Goal - Complete fund raising with external constituencies for Music Pavilion and New Band Hall**

[See Objectives 2 and 3 under Facilities.]

**Goal - Establish/enhance special endowment funds for program support.**

Objective 1: Create LSU Opera endowment fund with principal of \$1,000,000-\$2,000,000. Earnings would fund annual opera start-up production costs.

Objective 2: Create LSU Symphony Orchestra Endowment Fund.

Objective 3: Enhance Pellar Choral Endowment Fund.

**Goal - Secure special funds from corporations and businesses for program/event sponsorships.**

- Objective 1: Underwrite the annual once-a-year special concert at the Downtown Centroplex.
- Objective 2: Underwrite the triennial tour of Europe by LSU A Cappella Choir
- Objective 3: Underwrite a special performance tour by the LSU Symphony Orchestra (the first since the 1930s?).

*Alumni Relations*

**Goal - Enhance relations with music alumni.**

- Objective 1: Expand Music Alumni Weekend programming; attract more participants.
- Objective 2: Experiment with publishing *Noteworthy*, our alumni newsletter, in smaller scope (eight or 12 pages each issue. instead of 16 or 20) but more frequently (twice, perhaps even three times yearly).
- Objective 3: Involve local area alumni more often in the “life of the School of Music.”
- Objective 4: Sponsor well-publicized and substantial receptions at national and important state conferences.

**SCHOOL OF MUSIC’S FIRST-YEAR (2003-04) PLAN**

We have grouped items in our First-Year Plan under headings similar to those used for the School of Music’s Long-Range Plan Goals and Objectives above.

*Curriculum*

- Objective 1 - Secure funding for new faculty position in choral music education; to replace Associate Dean’s effort in this area (who now is performing the duties of at least 1.75 faculty FTE).
- Objective 2 - Increase music major enrollment by approximately 15, to 460.
- Objective 3 - Add collaborative piano concentration to the MM degree.
- Objective 4 - Develop/enhance summer graduate music education curriculum, to respond to changing needs of state’s teachers for additional course work beyond initial degrees and certification.

### ***Facilities***

- Objective 1 - Vacate the M & DA Building and begin major renovation.
- Objective 2 - Work with LSU Union leadership to complete the renovation of the LSU Union Theater (Phases 5-12), now that funding approval (student fees) has been approved

### ***Fund Raising***

- Objective 1 - Complete fund raising for new Music Pavilion (organ, chamber music, choral ensembles). Issue Phase III contract (to begin construction of the organ) to organ builder.
- Objective 2 - Identify incentive funding sources for special projects, such as start-up funds for LSU Opera and continuation of the School's special once-a-year concert at the Downtown Centroplex.
- Objective 3 - Begin fund raising with Band Alumni for new LSU Band Hall.
- Objective 4 - Launch public phase of opera endowment fund drive.

### ***Special Research Initiatives***

- Objective 1 - Consolidate staffing in CTL, composition and electro-acoustic/computer music areas.