



K-State 2025 Strategic Action and Alignment Plan

College or Major Unit: Arts & Sciences

Department: School of Music, Theatre, and Dance

1. What are your Department’s mission and vision and how does your organization contribute to achieving the University’s and your College’s/Major Unit’s vision for K-State 2025?

The mission of the Kanas State University School of Music, Theatre, and Dance is

- to nurture the artistic, educational, scholarly, and creative development of students pursuing studies in music, theatre, and dance
- to enhance liberal education of all students by offering performance and academic courses to the university community
- to contribute to the greater performing arts community through research, creative, and educational activities, and
- to provide an environment that encourages the professional development of faculty.

In fulfilling its mission, the school is dedicated to upholding a standard of excellence in all endeavors, attracting the best students, hiring and retaining the most qualified faculty, and taking an active role in the intellectual life of the university, the state, the nation, and the world.

2. What are your Department’s key strategic activities and outcomes?

3. Identify [in brackets] which of your Department’s strategic outcomes are directly linked to your College’s/Major Unit’s outcomes. (If your Department or similar unit is not in a College or Major Unit, skip this question.)

Key Activities	Short Term (2013 - 2015) Key Outcomes	Intermediate (2016 - 2020) Key Outcomes	Long Term (2021 - 2025) Key Outcomes
<i>What we plan to do...</i>	<i>What we expect to happen...</i>	<i>What we expect to happen...</i>	<i>What we expect to happen...</i>
<p>Increase financial resources to support MTD creative/research activities. (Theme I, II, X)</p> <p>Document undergraduate research that is already happening and create more opportunities for undergraduate research. (Theme I, V)</p>	<p>Educate faculty on available funding opportunities and strategies for successful grant application. Build faculty development funds similar to the one created by Joleen Hill for music in 2010. [II-A; II-B; II-D]</p>	<p>Greater visibility at national and international conferences with regard to MTD performances and presentations. [II-E]</p>	<p>MTD entities will perform and present annually at national and international venues and will premiere new compositions, plays, and dances before significant audiences. The frequency of juried and invited invitations will be tracked and will show an increase in the number and quality of appearances in each discipline within the school. [I-B; II-F, X-D]</p>

<p>Recruit and retain high quality graduate students from diverse populations. (Theme IV, V, VII)</p> <p>Refine and emphasize the strengths and visibility of MTD. (Theme I, V)</p>	<p>Create opportunities for students to publicly present research/performance at academic and professional conferences. [I-B; V-A; V-B; V-C]</p>	<p>Incorporate students in faculty research activities. Give students opportunities leading to recognition as co-authors/presenters. [V-D; V-E]</p>	<p>Student performances and presentations at significant national and international events will be compiled to track the number and quality of invitations. Our goal is to increase student activity from a baseline we establish in the next two years by more than 50% in the next decade. [V-F]</p>
<p>Work with the college to positively respond to the changing needs of the new School of MTD. (Theme I, III)</p> <p>Secure more performance and instructional space for MTD. (Theme IV, VIII)</p>	<p>Seek financial relief, e.g., out-of-state tuition waivers or additional assistantships/fellowships. [VII-B; VII-C]</p>	<p>Increased applications, more visibility nationally and internationally. Increased outreach and marketing. [IV-A; IV-C; IV-D]</p>	<p>Our long term goal is to be the “destination of choice” for top-quality graduate students seeking masters degrees in the wind, choral, and drama therapy areas and to see these students become national and international leaders in their respective fields as their careers unfold post-K-State by building on an already excellent reputation in these three specific areas. [IV-E; V-A; V-B; V-C]</p>
	<p>More shared experiences between faculty and students. A detailed recruiting plan all across MTD. Additional support for key activities. [I-A; I-B]</p>	<p>A more refined newsletter, published twice a year, encompassing all of MTD. Incorporate technologies to increase our footprint locally and nationally.</p>	<p>A vibrant community of artist/teacher who collaborate across disciplines and have established national and international reputations in their respective fields. [V-B; V-C; V-D]</p>
	<p>Fill vacancies created by retirements to more accurately meet the needs of each of our disciplines. [I-E; III-B]</p>	<p>The creation of new faculty lines to address areas of enrollment growth. Enhanced cross-curricular collaboration that leads to new funding opportunities. [III-C]</p>	<p>Loads (particularly in music) that allow faculty to be <i>much</i> more active as creative artists and researchers. More GTA positions/more faculty and staff positions secured. [III-B; III-C]</p>
	<p>The realization of the new Purple Masque Theatre, the renovation and creation of Kirmser Hall, and the renovation of the infrastructure of the theatre in Nichols to become the Chapman Theatre in 2014. [IV-A; IV-B; VIII-C]</p>	<p>Expansion that includes a larger presence/footprint in McCain Auditorium (basement and third floor) and a greater presence in Nichols Hall (expand into the other half of the building as it is vacated). [IV-C; IV-D]</p>	<p>Control of all of Nichols and McCain Halls by the School, expansion into Thompson Hall to create a recital hall, faculty offices, and practice wings. This will effectively create a “Cultural Corridor” for this side of campus. Vision and build an Athletic Bands Facility located adjacent to the K-State Athletic Complex. [IV-E; VIII-D]</p>

4a. What resources and/or opportunities exist for your Department to achieve its vision and outcomes?

The School of MTD has recently received several large gifts from donors and estate settlements. This includes the following:

\$800K gift from Mark A. Chapman to initiate the “All-Steinway” initiative to completely replace/renovate the existing keyboard inventory in the School of MTD. Through leveraging this gift with other resources (both private, college, and through central administration, we will complete the All-Steinway Initiative by the end of 2014. This is approximately four to five years faster than most schools are able to accomplish this notable goal and is an indication of the support we have from major donors, the college, and from central administration.

\$500K gift from Mark A. Chapman (received by the K-State Foundation in June/2013) to address infrastructure needs in Nichols Theatre and rename the theatre Chapman Theatre in Nichols Hall. Dean Dorhout was the key in making the connection with Mr. Chapman and helping to this align high-level donor with the needs of the School of MTD. \$400K of the Chapman gift has been deposited into an expendable account with the K-State Foundation to address lighting and sound upgrades/replacement to be completed in late 2013 and 2014, and \$100K has been deposited in an endowed account for the perpetual care of Chapman Theatre.

\$350K has come to the School of MTD from the estate of Jeune and Phillip Kirmser to name Kirmser Hall that is currently McCain 204. This gift is transforming this space into a state-of-the-art rehearsal hall for our choral area, lecture hall for the delivery of all of our service courses, and smart classroom space for the delivery of much of our music history sequence. This hall will have a capacity of 110. \$15K has been raised to name the stage area in Kirmser Hall the William Fischer Stage. This has come from K-State Singers alumni. Efforts are going forward to add another \$15K to this amount.

\$300K has been allocated by the Dean’s Office and Provost’s Office to make all instructional areas in McCain and Nichols Halls “smart spaces.” This has included new screens, new projectors, and new audio components. This work will be finished during the summer of 2013.

\$300K has come to the School of MTD from the estate of Professor Jean Sloop to assist with facility renovations in Kirmser Hall and to endow a Faculty Excellence Fund for choral and voice professors in the Music Program. This fund will be allocated in a fashion similar to the Joleen Hill Faculty Development Fund established in 2010.

\$100K has been allocated by the Provost’s Office to upgrade All Faiths Chapel into a smart space with the installation of Internet, new screen, new projector, and advance video/audio capabilities and \$80K has been allocated by Central Administration to restore the \$1.5M organ in All Faiths Chapel. This is on top of \$65K allocated four years ago. This work will be completed in the fall of 2013.

* The \$2.1M+ documented above has all come to the new School of MTD in the last eighteen months and points to the potential for future work with donors, estates, the college, and the university in realizing our expanding potential to partner with the private sector and with university resources.

4b. What resources and/or opportunities are needed for your Department to achieve its vision and outcomes?

I. Increase visibility and awareness for our creative/research activities in the university and community

- Increased involvement of the School of Music, Theater, and Dance faculty on college and university committees and boards
- Pursue collaborations with non-MTD faculty in the university and in university-wide programs (e.g., K-State First, etc.)
- Implement more organized and effective publicity (expansion of Facebook capabilities, Newsletter dissemination, etc.)
- Implement more community and regional performances (expand presence state and regional conferences)

II. Use increased visibility to help advocate for more release time for creative/research activities from College and University administrators

- Increased hiring of adjunct and non-tenure track instructors

III. More tenure track lines and GTA lines to deal with specific areas of opportunity with regard to increased enrollments. In music this is in the vocal/choral and wind/percussion areas, in theatre this has specifically to do with the drama therapy area.

- Bring music in line with course expectations/loads in theatre and dance.
- New faculty lines in voice, drama therapy, and music education to address areas of enrollment growth.
- New GTA lines to assist with Aural Skills and theory classes as enrollments continue to grow in Music and to assist with the Drama Therapy program as it emerges as one of the best, most innovative programs of its kind in the United States.
- MTD enrollment goals are to maintain high-quality enrollments of 350 music majors (300 undergraduate/50 masters), 120 theatre/dance majors (15-20 students in the masters drama therapy program), and to maintain approximately 100 minors in all three disciplines within the school.
- We will continue to serve the larger student population at the university within the Land Grant concept of education by offering performing arts outlets to approximately 4,500 non-majors from all of the departments and colleges across the university.

5. How do you propose to acquire the resources needed for your Department to accomplish its vision and outcomes?

By working with the Music Advisory Council, Theatre Advisory Council, Choral Advisory Council, Pride of Wildcat Land Donor base, etc. to increase awareness of the needs of the School of MTD in the private sector and among our alumni by building on the tangible success that we have already enjoyed. We *must* cultivate this sector along with increased lobbying for resources from the College and University. Efforts are currently underway to reform a support group for the Dance area as well. Transformational progress will come from the private sector in terms of millions of dollars. This will continue to include naming spaces in our buildings and raising our scholarship accounts at the Foundation, but may someday also include the naming of the School of MTD itself. Tuition dollar increases with increased enrollments, Academic Excellence Funding, College allocations for upgrades, and dollars that will come in from credit-hour fee structures (due to start next academic year as approved by the Provost) will allow us to make small-scale, but extremely important, upgrades each year. This partnership between our alumni with means, our friends in the community, region, and nation, and with internal resources at the College and University level is crucial to our forward progress both short and long term.

NOTE: MTD's response to #6 below is given in a separate file that brings together much of the information given in this matrix and indeed adds more language and detail to MTD responses in this document. This same file gives additional information that augments the responses within this matrix.

6. How does your plan link to the K-State 2025 University Benchmark Metrics, Common Elements, and Thematic Goals, Outcomes, and Metrics? (See below)

6. Departmental Links to K-State 2025 University Benchmark Metrics, Common Elements, and Thematic Goals, Outcomes, and Metrics

Links to Benchmark Metrics
B-1 - Total research and development expenditures B-2 - Endowment pool B-4 - Number of faculty awards B-6 - Freshman-to-sophomore retention rate B-7 - Six-year graduation rate B-8 - Percent of undergraduate students involved in research

Links to Common Elements
CE-1 - Communications and Marketing CE-2 - Culture CE-3 - Diversity CE-4 - External Constituents CE-5 - Funding CE-6 - International CE-8 - Technology

Links to University Thematic Goals, Outcomes, and Metrics			
Links to 2025 Thematic Goals and Metrics	Links to Short Term Outcomes (2011 – 2015)	Links to Intermediate Outcomes (2016 – 2020)	Links to Long Term Outcomes (2021 – 2025)
<p>T1 - Research, Scholarly and Creative Activities, and Discovery (RSCAD)</p> <p>Theme 1 Metrics: T1-3 - # of juried, adjudicated, or externally vetted performances, shows and designs</p>	T1-A - Increased intellectual and financial capital to support RSCAD T1-C - Increased funding for investigator-based research, research centers, and graduate training grants T1-D - Tuition waivers for all GRAs T1-F - Enhanced and systematic approach for UG research T1-H - Enhanced visibility and appreciation for research, discovery, and scholarly and creative activities	T1-L - Recognized for prominent and productive placement of our graduates T1-M - Increased participation by undergraduates in expanded opportunities in research	T1-Q - Competitive amongst our peers in the percentage of undergraduates involved in research
<p>T2 - Undergraduate Educational Experience (UEE)</p>	T2-A - Excellent, customized academic advising and services available to all students to support their success and degree completion T2-B - Engaged students benefitting from high impact educational practices used by excellent faculty and staff across the university T2-C - Increased participation by undergraduates in expanded	T2-I - Integrated learning communities experienced by students, faculty, and staff that promote student success within a culture of excellence T2-J - Excellent reputation for high quality teaching and advising that prepares students for their professional, community, social, and personal lives T2-K - Superior and diverse faculty	T2-P - Faculty teaching and advising awards comparable to our benchmark institutions T2-Q - Freshman to Sophomore retention ratios comparable to benchmark institutions T2-R - Six-Year graduation rates comparable to benchmark institutions

Links to University Thematic Goals, Outcomes, and Metrics			
Links to 2025 Thematic Goals and Metrics	Links to Short Term Outcomes (2011 – 2015)	Links to Intermediate Outcomes (2016 – 2020)	Links to Long Term Outcomes (2021 – 2025)
	<p>opportunities for meaningful research</p> <p>T2-D - Successful integration of undergraduate education and meaningful research is standard practice</p> <p>T2-E - Effective evaluation practices that recognize and reward teaching, advising, and life-long learning/professional development</p> <p>T2-F - Effective system in place that supports and promotes teaching excellence</p> <p>T2-G - Successful recruitment and retention strategies that address our entire student population</p> <p>T2-H - Improved six-year graduation rates and retention ratios</p>	<p>recognized for teaching excellence</p> <p>T2-M - Increased undergraduate contributions in the creation of scholarship through research</p> <p>T2-N - Ongoing improvement of six-year graduation rates and retention ratios</p>	
<p>T3 - Graduate Scholarly Experience</p> <p>Theme 3 Metrics:</p> <p>T3-5 - # of graduate students participating in a unique high level learning and experiential training</p> <p>T3-8 - Graduate student satisfaction and utilization rates</p>	<p>T3-B - Tuition waivers for all GRAs</p> <p>T3-C - Engaged graduate students integrated in university life with enhanced visibility and appreciation</p> <p>T3-D - Outstanding mentoring for our graduate students</p> <p>T3-E - Expectation of excellence for the graduate scholarly experience</p>	<p>T3-I - Increased participation by our graduate students in unique high level learning and experiential training</p>	
<p>T4 - Engagement, Extension, Outreach and Service</p>	<p>T4-A - Enhanced integration between academics and student service learning</p> <p>T4-B - Increased participation by undergraduates in expanded</p>	<p>T4-J - Increased number of graduate students involved in Engagement</p> <p>T4-K - Increased appreciation by K-State graduates for lifelong involvement in engagement and</p>	

Links to University Thematic Goals, Outcomes, and Metrics			
Links to 2025 Thematic Goals and Metrics	Links to Short Term Outcomes (2011 – 2015)	Links to Intermediate Outcomes (2016 – 2020)	Links to Long Term Outcomes (2021 – 2025)
	<p>opportunities for meaningful Engagement experiences</p> <p>T4-F - Recognition as leaders in Engagement within our state and nation</p>	<p>service</p>	
<p>T5 - Faculty and Staff</p> <p>Theme 5 Metrics:</p> <p>T5-4 - # and % of faculty and staff participating in international experiences</p> <p>T5-7 - % of faculty and staff reporting satisfaction in the work environment</p>	<p>T5-C - Career-long learning recognized by the university and its employees as a shared value and responsibility</p> <p>T5-D - Effective evaluation processes that result in accountable faculty and staff with a clear understanding of their job expectations and how they contribute to the University's mission</p>	<p>T5-F - Faculty and staff current with developments in their fields and the skills needed to achieve excellence in performing their jobs</p> <p>T5-G - Successful recruitment and retention of a talented and high performing, diverse workforce</p>	
<p>T6 - Facilities and Infrastructure</p> <p>Theme 6 Metrics:</p> <p>T6-1 - # and % of technology enabled classrooms</p>	<p>T6-B - Adequate temporary space to house programs and staff impacted by renovations of existing facilities</p>	<p>T6-E - Enhanced campus community experience and collaborative learning and working environments promoted by facilities that support multidisciplinary work and integrated interaction between students, faculty, researchers, staff, and administrators</p>	<p>T6-J - An excellent campus community experience supported by facilities and landscapes that enhance social interaction, learning and collaboration</p>
<p>T7 - Athletics</p>	<p>T7-C - Enhanced integration between academics and athletics</p>		