Introduction
Established in 1906 and a charter member of NASM (National Association of Schools of Music), the University of Iowa School of Music continues to be a national leader, providing opportunities for advancement in the field of music through teaching, research, creative activities and service. It seeks to preserve and sustain cultural and educational traditions, advocate for the discipline, and promote scholarly and creative endeavors. The School of Music strives to expand cultural awareness and diversity, and to engage society by providing for a life of the mind enriched by music.
The School of Music sees itself at a critical crossroads in its history. Having recently weathered an 8-year period of instability after the flood of 2008, the department is now reunited in a state-of-the-art building and ready to not just survive, but thrive. We are in a position of focus to expand and enhance our international reputation for currency, adaptability and innovation in the field of music.

Strategic Planning Overview
The Strategic Planning process enveloped the Fall 2019-Spring 2020 semesters through the following steps and stages:

- Identifying areas of opportunity and focus within four categories
  - Student success
  - Research and discovery
  - Engagement
  - Diversity, Equity and Inclusion
- SWOT analysis
  - Strengths (internal factors)
  - Weaknesses (internal factors)
  - Opportunities (external factors)
  - Threats (external factors)
- Listening sessions
  - School of Music faculty meetings
  - School of Music area meetings
  - School of Music Associate Directors meetings
  - Individual faculty/staff feedback to the Director
- Goals document
  - Formulating the School of Music’s vision, mission and strategies within the four categories
  - Identifying critical tasks for each of the four goals
  - Articulating tactics and measures of success for each critical task
**School of Music Vision**
The School of Music will be an internationally recognized unit that consistently attracts world-class faculty, students and guests. We will be leaders in the teaching, research, performance and advancement of music.

**School of Music Mission**
The School of Music is dedicated to the sustenance and advancement of the art of music in the academy and society at large. We recognize the expanding and diverse character of musical culture in contemporary life, and we strive to meet these challenges with imagination, creativity, and critical engagement.

**School of Music Goal One: Student Success**
To graduate students with breadth and depth in the field of music, and to prepare them for the next stage of their careers.

**Strategy**
We can meet our student success goal if we constantly evaluate our curriculum and procedures and not only adapt to the changing environment, but be at the forefront of cutting-edge innovation, taking steps to be nimbler and more flexible in our course offerings and maximizing student enrollment.

**Critical Tasks**
1. Engage in curricular review and redesign where required
   a. Overhaul & expand existing BA degree
   b. Create collaborative piano degree program that further strengthens chamber music program and its reputation
   c. More experiential offerings including wellness, instrument repair, and recording and music technology that increase major and non-major enrollments
   d. Create options in the MA in Music Education program for an online or hybrid format to allow working K-12 teachers to enroll (ease of scheduling)
   e. Expand on-line course offerings, including offerings that attract URM students
   f. Allow for increased practicality of organ and keyboard skills offerings with lecturer support
   g. Expand academic offerings to include vernacular theory and analysis and vernacular and world music offerings in musicology
   h. Expand cross-disciplinary collaborative course offerings for all degrees, music major and non-music major, at the intersection of creative thinking, sound art and technology
   i. Increase advertising, marketing and awareness of innovative DMA recording project as an alternative to a written thesis, and exploration of other arts and humanities digital capstone projects
   j. Measure success with the following indicators:
      i. Introduce new BA tracks
      ii. Introduce new collaborative piano degree program
      iii. Introduce new music wellness, instrument repair, and recording and music technology courses
iv. Introduce new MA in Music Education in fully online or hybrid format
v. Increase online course offerings
vi. Increase number of non-majors taking music courses each year
vii. Increase current organ adjunct to lecturer position to allow greater richness of offerings within SOM curriculum
viii. Strategic hiring for vernacular theory and vernacular and world music expansions
ix. Maintain EMS faculty line to meet curricular goals
x. More students choosing the DMA recording project option (which will necessitate additional staff support)

2. Attract more students that are exceptional musicians and scholars with great potential for success.
   a. Expand recruitment support
   b. Better marketing/social media representation
   c. Measure success with the following indicators:
      i. Increase SOM music major enrollment 7% over 5 years
      ii. Increase quality and enrollment in ensembles
      iii. Balanced enrollments between studios, as appropriate by instrument
      iv. Increase social media presence and interactivity, with 100% increase of followers/subscribers over 5 years

3. Expand meaningful career exploration opportunities for students
   a. Access UI Career Center, IDP, and Imagine PhD
   b. Engage Graduate College Professional Development Program
   c. Encourage music entrepreneurship within curriculum
   d. Measure success with the following indicators:
      i. Create student exit interview process to better understand student experience and track student engagement in career development opportunities
      ii. Increase number of career-development and mentoring opportunities in SOM curriculum

School of Music Goal Two: Research and Discovery
To produce innovative scholarly and artistic work that advances the field of music and strengthens the reputation of the University of Iowa School of Music.

Strategy
We can meet our research and discovery goal if we expand support for faculty research and creative endeavors through strategic hiring and research motivation for faculty.

Critical Tasks
1. Support important scholarly and artistic work and strategically advocate for tenure-track lines to protect departmental stature and reputation
   a. Increase faculty applications for non-SOM funding
   b. Strategic replacement of tenure-track faculty lines
   c. Continued support for faculty travel
   d. Emphasize innovation in teaching and research
e. Strategic assistant director hires in band and orchestra to enable directors more research, scholarship, recruitment, and innovation space

f. Measure success with the following indicators:
   i. Increase applications for non-SOM funding and create infrastructure to better assist faculty in seeking external support
   ii. Increase number of tenure-track faculty—in all applied areas; in music therapy in order to maintain international stature after retirements; in theory, composition, and musicology to compete with national peers—to facilitate effective thesis advising and increase activity level and prestige of research that enhances the institution’s reputation
   iii. Publications and reviews in prominent, relevant publications
   iv. Performances in highly visible venues, both nationally and internationally
   v. Ample faculty support for the band and orchestral areas to ensure reputation

2. Support professional development of non-tenure-track faculty
   a. Support for course development projects, particularly those that expand experiential learning offerings and/or other key areas of curricular expansion
   b. Strategic support for research projects undertaken by non-tenure-track faculty, both for scholarship and for enhanced learning
   c. Measure success with the following indicators:
      i. Course offerings align with current research
      ii. Non-tenure-track faculty establish public profiles that may aid in recruitment

School of Music Goal Three: Engagement
To enhance the outreach and engagement activities of the School of Music to support the value of an arts education and to develop new partnerships that expand the breadth of our impact.

Strategy
We can meet our engagement goal if we support creative and innovative endeavors, using technology when necessary, to form new partnerships and relationships within the state of Iowa and beyond that focus on accessibility and impact.

Critical Task
1. Identify alternative venues and alternate means of dissemination. Seek untested alliances with academic institutions and industries
   a. Live-streaming our events
   b. Ensemble tours that maximize outreach potential
   c. Continued support of Arts Share program
   d. Expanded online/summer/extended learning programs
   e. Audience engagement projects
   f. More engagement with alumni in meaningful ways for both them and current students/faculty
   g. Increase offerings that attract URM populations
   h. Measure success with the following indicators:
i. Increase number of live-streamed events each year (exact benchmark is dependent on additional staff support)

ii. Expand ensemble tours with support for large ensemble and chamber music tours each year

iii. Collaborate across disciplines (whenever possible) to engage a wider audience

iv. Create more music series that include engagement activities

v. Formalize alumni relationships to stimulate engagement opportunities

vi. Intentionally plan engagement events that involve URM participants

**School of Music Goal Four: Diversity, Equity and Inclusion**

To create an environmental shift where our gender and racial diversity is a model at the University of Iowa and beyond.

**Strategy**

We can meet our diversity, equity, inclusion, & collaboration goal if we create a comprehensive DEI approach to enhance the School of Music culture and commitment.

**Critical Tasks**

1. **Diversify the School of Music community**
   a. Intentional recruitment of minority faculty, students, and staff
   b. Establish gender equity and minority representation on SOM committees and leadership roles
   c. Create a DEI Faculty Committee with student representation and/or new AD position
   d. Priority of invitations of DEI SOM guest scholars and artists
   e. Measure success with the following indicators:
      i. Gender and URM representation progress in faculty
      ii. DEI is no longer considered a weakness, but a strength

2. **Establish/expand mentoring and DEI training for faculty**
   a. Faculty DEI training on a regular basis
   b. Review process for discussion of professional growth and development
   c. Connect new faculty with mentors in other specialty areas
   d. Measure success with the following indicators:
      i. New faculty develop connections outside their area more quickly
      ii. More inclusive experience for faculty and students

3. **Create/enhance curriculum and events that celebrate diversity**
   a. Accept musical auditions with musical styles and mediums beyond traditional western musical genres, as faculty expertise and ensemble opportunities allow
   b. Innovative musical programs, influences and curriculum which reflect DEI commitment
   c. Prioritize non-specific scholarship dollars to support high-level URM recruitment
   d. Measure success with the following indicators:
      i. Encourage and empower faculty to be open to students performing in non-traditional and non-Western musical styles via non-traditional mediums
ii. A broader racial representation among students
iii. More inclusion of DEI topics in the curriculum
iv. Course subjects cover a diverse range of musical styles using recent research to fill gaps found in textbooks
v. Increase incoming student URM population