



College of Arts & Sciences  
Department of Music

**Music Flagship:  
Transforming Students, Transforming Communities**

Respectfully submitted by the faculty of the Department of Music  
College of Arts and Sciences

March 25, 2011

***MUSIC FLAGSHIP: TRANSFORMING STUDENTS, TRANSFORMING COMMUNITIES***

**TABLE OF CONTENTS**

I: EXECUTIVE SUMMARY ..... 1

II: INTRODUCTION..... 3

III: PRESENT STATUS OF MUSIC AT UNF ..... 3

    A. Programs, Curricular Strengths, and How We Serve Our Students..... 4

    B. Strengths of the Faculty..... 9

    C. Contributions to and Engagement with Our Community and Region ..... 11

IV: HOW FLAGSHIP FUNDING WOULD ELEVATE OUR PROGRAMS ..... 13

V: PROPOSED USES OF FLAGSHIP FUNDING SUPPORT..... 15

    A. Proposed Budget ..... 15

    B. Budget Justification..... 17

    C. Flagship Program Benchmarks & Assessments..... 21

VI: CONCLUSION ..... 24

LETTER OF SUPPORT, EMPLOY FLORIDA BANNER CENTER ..... 25

## I: EXECUTIVE SUMMARY

Over the past decade, the UNF Department of Music has emerged as a program of prominence recognized throughout the region for its renowned faculty, dedication to student learning, and engagement with the community. We now seek support for the establishment of *Music Flagship: Transforming Students, Transforming Communities*. The department is poised to make an even more meaningful impact on our community. As a Flagship program we will expand our ongoing outreach projects and launch new educational initiatives, while ultimately strengthening the entire UNF music program.

Many of the Department of Music's current activities feature community engagement. Our continuing goal is to enhance and expand these efforts as a Flagship program, focusing particularly on *UNF Presents* (concert production), Music Ambassadors (performance touring and research support), and the education programs Music Mentors and UNF Community Music School. By creating *UNF Presents* we will consolidate our current planning, organization, marketing, and production of musical events under a single umbrella program. This will rebrand our cultural activities into a single, coherent package, allowing us to continue to present world-renowned artists and showcase our remarkably talented students, while also raising our profile in the region. The Music Ambassadors program will increase support for transformational learning experiences, enabling our students to perform in touring ensembles and in other professional settings, such as conferences, where they act as representatives of UNF. These opportunities are critical to our students' development as professional musicians and mature young adults.

Through the continuation of Music Mentors and the creation of a new UNF Community Music School, the department will enhance the education, mentoring, and outreach we provide to

Northeast Florida. We will expand the Music Mentors program, which serves at-risk and underserved students at Butler Middle School with free access to musical instruments and instruction. Additionally, we will enhance our ties with K-12 schoolchildren and adults in the community by establishing a new Community Music School.

In support of these activities, we will hire new faculty, implement a graduate degree program that has already been anticipated in our strategic planning, and create a minor program in Music Business and Technology. The Music Business and Technology minor is designed to prepare our students for a wide variety of careers in the music industry and provide skills and work experience to make them more competitive and employable. This minor will also be open to all UNF students, encouraging a broader range of students to explore career options in music.

Every element of our proposal is designed to fulfill two functions: transforming students and transforming communities. Through performing experiences, studying with visiting artists, travel opportunities, and professional training, our students will leave UNF better equipped for successful careers in music. By engaging in the outreach activities of the department, they are transformed into mature adults with improved leadership, teaching, and communication skills. These outreach activities in turn transform the community. Our diverse artistic offerings promote the intellectual and cultural growth of Jacksonville and the Northeast Florida communities. Our outreach and education programs help cultivate the discipline and focus that are learned via music and that can be applied to other areas of study. When our students mentor at-risk students they provide models for a path to college and possible career options in music, a lifeline that might help an at-risk student stay in school. This demonstrates the goal of our proposed Music

Flagship Program, to start a chain of transformations that will resonate among our students and our community, a synergy of continuous interactions through music.

## **II: INTRODUCTION**

**On the Importance of Music:** Music has long been understood as central to a traditional liberal arts education, a component of the Arts and Sciences as significant as Anthropology, English, or Physics. Robert Glidden, President of Ohio University, explains:

I have long believed that we are drawn to music because it is the most powerful combination of intellect and emotion that we know. Because music can express feelings and emotions in ways that defy precise verbal definition it has intrinsic, communicative value. It crosses barriers of verbal language.<sup>1</sup>

We believe that music is a vital, living art whose importance is to be found in its power to make connections—the connection of intellect and emotion, the connection of abstract sound with concrete expressive power, and the connections made among people who share and experience music together.

## **III: PRESENT STATUS OF MUSIC STUDY AT UNF**

The Department of Music has a strong foundation supported by the high quality and great achievements of our students and faculty, and by our ties to the community through service and education. Music students who enter our program find an environment that is both nurturing and challenging. Our curriculum provides the individual attention and frequent assessment needed to focus each student's effort on continual improvement and growth of their talents. The success of

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<sup>1</sup> "Response to Bennett Reimer's 'Why Do Humans Value Music?,'" *Vision 2020: The Housewright Symposium on the Future of Music Education*, 1999. <http://www.menc.org/documents/onlinepublications/vision2020/ResponsetoReimer.pdf>

our music students during and after their time at UNF attests to the strength of our program. We have hired and supported a faculty renowned nationally and internationally for its talent and accomplishments. They are distinguished not only by their scholarly activities, but also by their dedication to our students. Finally, we are a cultural resource for the Northeast Florida community offering a diverse array of cultural activities and experiences. We also maintain a deep commitment to service to the region through our education initiatives that reach far beyond the UNF campus. Our long-term strategic goal, aided by Flagship support, is to transform into a School of Music, a designation and accreditation that will enhance opportunities for our students and raise our profile among prospective students, donors, and in the professional field of music.

**A. Programs, Curricular Strengths, and How We Serve Our Students:** Within our family-like environment, our students not only develop their musical talents, they also develop a remarkable maturity and self-assurance that accompanies their transformation into professionals. Music education at UNF is built around an apprenticeship model that provides one-on-one, small group instruction and collaborative learning, in addition to the more traditional lecture-based pedagogies. Students receive juried assessment through performances before fellow students, faculty, internationally-renowned guest artists and other professionals. Through the tireless efforts of the faculty, our students have constant opportunities to perform locally, nationally, and internationally. These real-world experiences build their skills and confidence, allowing them to transition seamlessly into their professional careers after graduation. Our students have recently participated in the following transformative activities:

- Students encounter world-class guest artists and have masterclasses through the Great American Jazz Series, UNF Cummer Family Foundation Chamber Music Series, Gerson Yessin Professorship Concert Series, Florida Clarinet Extravaganza and our collaborations with community organizations like the Beaches Fine Arts Series, Amelia Island Chamber Music Series, Riverside Fine Arts Series, and the Jacksonville Symphony Orchestra.
- In July 2010, the UNF Opera Ensemble, in collaboration with the University of British Columbia and accompanied by the North Czech Philharmonic Orchestra, gave six fully-staged performances of Mozart's *Magic Flute* in the Czech Republic at the historic Estates Theater in Prague (where Mozart premiered *Don Giovanni* in 1787) and the Teplice Opera Theater.
- In May 2010, UNF Chorale toured Italy to the following cities and venues: St. Mois  (Venice), Sta. Agnes di Agone (Rome), Basilica di San Marco (Venice), Sta. Maria Maggiore (Rome), Basilica of St. Frediano (Lucca).
- In Spring 2010, the department hosted the Phi Beta Mu State Conference, where our students had access to and interacted with the core of the Florida Bandmasters Association, the top band directors in the state. This event not only benefited our students but also provided recognition for our whole program and raised our pedagogical position within the region.
- In Fall 2009, Dr. Cara Tasher led a sixty-student choral ensemble as part of the "Star Wars: In Concert" tour with the Royal Philharmonic Orchestra. The ensemble performed in Jacksonville (Veteran's Arena), Tampa (St. Pete Times Forum), and Ft. Lauderdale (Bank of America Stadium) for all of this tour's dates in Florida.
- In April 2009, the department collaborated with the UNF Fine Arts Center to host three-time Grammy nominated Latin band *Tiempo Libre*. The group joined members of the Jacksonville

Symphony, as well as members of UNF's Wind Symphony and Orchestra for the performance.

- In June 2008, the UNF Wind Ensemble, upon invitation, performed at Carnegie Hall as part of Distinguished Concerts International's *Excellence in Education Concert Series*.
- In May 2007, UNF Chorale performance tour in Portugal (partially sponsored by a UNF TLO). The ensemble performed in the following cities and venues: University Church (Évora), Santa Maria Church (Lagos), Our Lady of Assumption Cathedral (Elvas), Palácio Foz (Lisbon), Church of Our Lady of Favour (Sagres).
- In Summer 2005, UNF Jazz Ensemble 1 toured and performed throughout China.
- Since 2001, UNF Jazz Ensemble 1 has performed at the Montreux Jazz Festival (Switzerland), the North Sea Jazz Festival (Netherlands), jazz festivals throughout the South, and on several occasions at the International Association of Jazz Educators Conference.
- UNF Jazz Ensemble 1 regularly performs in the Great American Jazz Series, sharing the stage with esteemed jazz artists such as Wynton Marsalis, Dave Brubeck, Herbie Hancock, Michael Brecker, Arturo Sandoval, Pat Metheny, the Yellowjackets, Terence Blanchard, and many others.

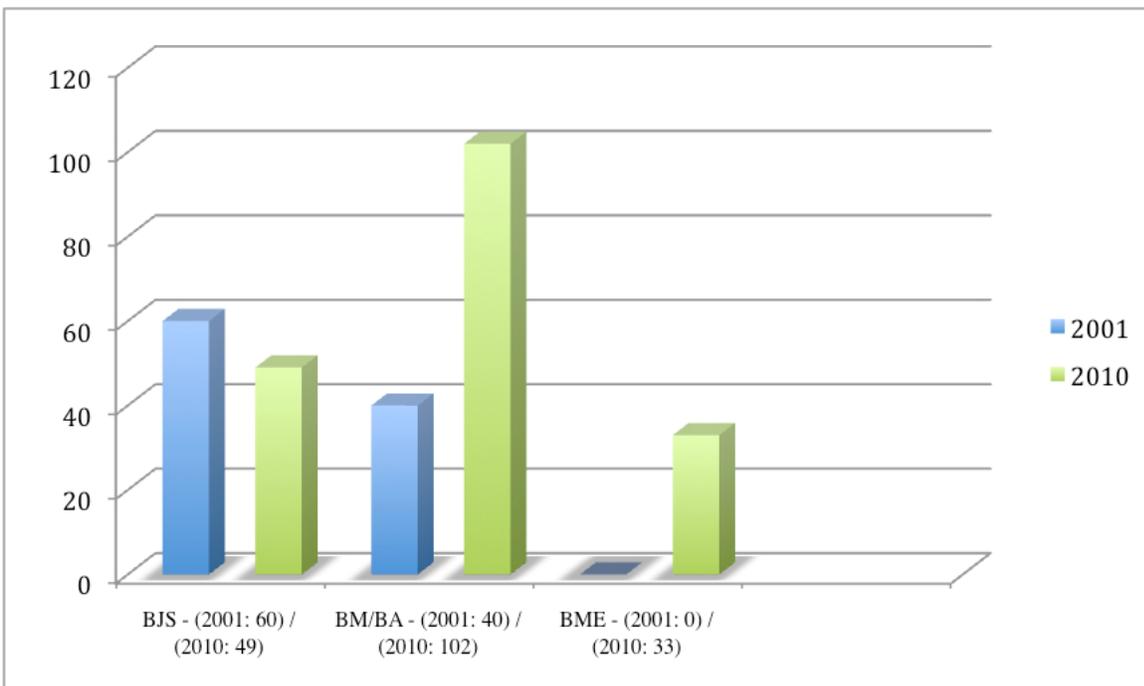
Additionally, over the course of the coming spring and summer, the UNF Wind Symphony will perform at Lincoln Center in New York, the UNF Opera Ensemble will return to the Czech Republic, and in Summer 2012, the UNF Chorale will tour South Africa.

We believe that these types of experiences are critical to the success of our students and to their development as professionals. Our website further illustrates the depth and range of our students'

achievements in their scholarly and professional activities. Please visit <http://www.unf.edu/uploadedFiles/aa/coas/music/musicflagship2011.pdf> for further details of their accomplishments.

The Department of Music is active, growing, and working diligently to raise its profile. The chart below illustrates our overall increased enrollment, broken down by degree program.

**Breakdown of Music Students by Degree, 2001 & 2010**



In past decade the department has:

- Increased the number of majors by 100%, with a 52% increase in the last 5 years alone.
- Increased the number of students in the Bachelors of Music Education by 200%. This is our fastest growing degree program and adds to our national pedagogical reputation.
- Increased our student credit hours (SCH) generated by 29.1% in the last 5 years, the largest SCH increase in the College of Arts and Sciences.

- Increased the number of students we showcase in concert. 100% of our students perform in public on a regular basis. Approximately 50% of our students (music majors and non-majors) will travel outside of our local region to perform this academic year, up from approximately 25% in the 2005-06 academic year.
- Improved our curriculum by integrating a new Piano Pedagogy program in the fall of 2009 to provide career training to our keyboard students and create a new generation of professional piano teachers who will serve our regional constituency.
- Established a string ensemble that has since developed into a full symphonic orchestra, including winds, brass, and percussion, and performing standard orchestral repertoire.
- Expanded our voice program by adding two full-time tenure track faculty positions. This has allowed us to develop multiple choirs and an opera program that produces a fully-staged production each year. The choirs and opera students have traveled in the U.S. and abroad.
- Installed a state-of-the-art digital piano laboratory featuring the newest models of Yamaha Clavinova. UNF was the first university in the country to acquire this technology.
- Reinstated the Osprey Band (pep band), strengthening our ties to the Athletics Department and providing work experience to our students, for whom this is a paying, professional gig.
- Reinstated the national music fraternity, Mu Phi Epsilon, a professional, service-oriented organization. Mu Phi members play a leadership role among the students and assist at departmental functions, acting as the face of our student body to campus visitors.
- Hosted five state and regional conferences on our campus. These include performances by our students and faculty at the Florida Community College Winter Music Symposium (2008, 2009, and 2010), the Phi Beta Mu State Conference of Band Directors (2010), and the North

American Saxophone Alliance Regional Conference (2011). These events raise the profile of the department and considerably assist our efforts to recruit new, talented students.

**B. Strengths of the Faculty:** Our faculty is exceptionally energetic, vibrant, and accomplished—a group of nationally and internationally respected artists, scholars, and educators dedicated to sharing their artistry and ideas throughout the world. Faculty members maintain strong, wide-ranging networks of academic and professional contacts. Every faculty performance, conference, or research activity raises the profile of UNF beyond the Jacksonville area, increasing the university’s name recognition and stature. The activities of our faculty have a direct impact on our students who are exposed to current trends, philosophies, and methods in the various disciplines of music.

We recognize that research and scholarly activities in music are not easily reduced to a quantitative measurement. They are by nature greatly varied, and include traditional research and publication; performance, recording, and composition—often undertaken in collaboration with other artists; and teaching residencies and workshops at other distinguished universities, institutions, and music festivals. Please visit the Music Faculty webpage ([www.unf.edu/coas/music/Faculty.aspx](http://www.unf.edu/coas/music/Faculty.aspx)) for a more comprehensive picture of our accomplishments.

*Publications:*

- Music Education and instructional books by Gordon Brock, Bunky Green, Barry Greene, and Danny Gottlieb.

- Articles in internationally respected publications in their disciplines by Erin Bennett, Nick Curry, Cara Tasher, and Randy Tinnin.
- Original musical compositions published by Lynne Arriale, Bunky Green, Barry Greene, Clarence Hines, Dennis Marks, Peter Mathews, Bill Prince, Gary Smart, and Guy Yehuda.

*Conferences:*

- International conference presentations and performances by Michael Bovenzi, Danny Gottlieb, Randy Tinnin, and Guy Yehuda.
- National conference presentations, performances, and adjudications by Erin Bennett, Gary Smart, Randy Tinnin, Cara Tasher, Faculty *Trio Florida* (Curry, Shiao, Smart).
- The department has hosted several regional and state conferences and workshops.

*Recordings and Performances:*

- Faculty members are featured frequently in commercially-issued recordings and videos. Recent examples include Lynne Arriale Trio, Bunky Green with Apex Trio, Barry Greene Trio, Dennis Marks with Arturo Sandoval, Guy Yehuda with Trio di Colore, Gary Smart.
- For details on the many performance activities of the faculty, see our website.

*Teaching Residencies and Workshops:*

- Faculty invited to teach at prestigious music camps and festivals: Erin Bennett, Krzysztof Biernacki, Bunky Green, Cara Tasher, Guy Yehuda.
- Our faculty is invited regularly to give national and international workshops.

We are exceptional in the high degree of collaborative work that we do. Our faculty members routinely perform together and in collaboration with students, exhibiting the intense interaction and teamwork required to create successful musical performances and improvisations.

Our students benefit from the cross-disciplinary environment made possible by the strong sense of collegiality in our department. The faculty continues to be a rare and special asset of our music program. Their leadership example—through their artistry, dedication, teamwork, and professionalism—contributes directly to the success of our students.

Music faculty members have a strong record of securing funding from outside sources, TLOs and student government. In the past twenty years we have raised funding support in excess of \$3,710,137. Further details on our fundraising efforts can be found on our website at <http://www.unf.edu/uploadedFiles/aa/coas/music/musicflagship2011.pdf>.

**C. Contributions to and Engagement with Our Community and Region:** UNF's Department of Music is a valuable cultural resource for the entire Northeast Florida region. Each year, we present well over 100 concerts, masterclass workshops, and other events open to the community, both on and off the UNF campus. We ensure the cultural well-being of our region by educating the future music teachers and musicians of our state. Given that many K-12 schools have seen their music programs slashed in the current economic climate, we have assumed some of the burden of providing music enrichment for public school students, working diligently to meet their needs and to enhance what they are able to provide.

In working with children in the community, we have found our efforts to be a critical mechanism allowing us to reach out to underserved and at-risk students who, without music, might not stay in school or develop the sense of accomplishment and self-confidence that comes with musical expertise. We aspire to provide their lifeline and an inspiration to transcend their circumstances. To this end, we established a vital partnership with the Duval County Public Schools called the Music Mentors program at Eugene Butler Middle School. We secured a grant from the Chartrand Foundation to initiate and sustain the program and were able to supplement this with in-kind donations from the L'Ingle Trust to provide instruments to support the Music Mentors program. For further information about this program, please see <http://www.unf.edu/uploadedFiles/aa/coas/music/musicflagship2011.pdf>.

We also believe that our performances and masterclasses within the community and region serve a more subtle but equally important purpose. As groups of our students and faculty come together to perform, they remind everyone that those of different races, genders, classes and cultures can not only co-exist successfully, but they can work together to create something larger and more dynamic than any limited subset of that whole might provide. This example encourages us to seek greater harmony in our lives and interactions with others. The fact that our musical repertoire includes music that embraces multiple cultures, countries, and traditions enhances the impact of our example of multiculturalism and diversity.

A great level of recognition for our campus and community comes from student, faculty, and ensemble travel to perform in prominent venues around the world. In this capacity we serve as musical ambassadors. A brief listing of select national and international performances by our

students is listed previously. Upcoming engagements include Lincoln Center, Atlanta, France, Brazil, Argentina, the Czech Republic, and South Africa.

Our department has been actively growing, improving the number and breadth of opportunities available to our students. We have recruited a faculty dedicated to student success and renowned for their own talents as musicians. We develop our students into young professionals and introduce them to the importance of giving back to our community and acting as ambassadors on behalf of UNF. We are proud of our success and the excellence of our programs. Attaining Flagship status will help us advance to the next level, with the overarching goal of becoming a School of Music. Each component of our Flagship proposal is key to helping us realize this strategic goal. We recognize that in transforming our students, we transform our communities, and we will ultimately transform ourselves into a more visible, robust, and high-quality program.

#### **IV: HOW FLAGSHIP FUNDING WOULD ELEVATE OUR PROGRAMS**

Flagship funding will allow us to build upon a program that already enjoys significant success and make it into one of greater national and international prominence. Instituting a Music Flagship Program is a transitional step that will elevate our program and help us to move to the next level. We hope to use this support as seed money that will allow us to generate greater recognition in our community, develop a broader and more consistent body of dedicated donors, establish the range of additional and supplementary programs that are consistent with a program of greater stature, and bring us to a point where we can then sustain and enhance our contributions into the future.

We will hire key faculty to strengthen our existing curricula and prepare for a new graduate program and a new minor in Music Business and Technology. The latter will enhance the career options of our students, engage a wider range of students with the School of Music, and make our students even more competitive. It will also complement efforts in the community to grow the entertainment industry, an effort well underway within the College of Continuing Education with its new state contract to create the Employ Florida Banner Center for Creative Industries.<sup>2</sup> A letter of support for this endeavor is included in Appendix 1. As we expand our curriculum, we will also enter into collaboration with the Coggin College of Business, allowing us to graduate students who are more versed in business and more able to establish careers and businesses that are commercially viable. UNF College of Business Associate Dean Bobby Waldrup has confirmed his willingness to help us craft this component.

Flagship funding will be used to establish a formal Music Ambassadors program to support our touring ensembles, enhance our ability to secure external funding, and ensure that every music student is able to participate in these transformational experiences. When our students perform outside Jacksonville they grow immeasurably, returning more mature, more articulate, and with a better sense of their place in the greater world. A portion of Flagship support will facilitate additional faculty and student research and scholarship to further raise our profile and contribute to the uniqueness of our programs. New faculty collaborations and teams will foster program expansion and ultimately enhance opportunities for our students. One example of this will be the compositions and commissioned works that will be performed by our faculty and students.

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<sup>2</sup> <http://www.workforceflorida.com/PrioritiesInitiatives/BannerCenters/BannerCenters.php>

The Flagship support will allow us to continue and enhance our interactions with K-12 schools by providing students with private lessons, theory courses, group lessons and adult continuing education. In the case of the Music Mentors program currently serving Eugene Butler Middle School, the Flagship funding will allow us to sustain the program as the Chartrand Foundation funding wanes. This support will also allow us to lay a foundation for future expansion of the program, including a summer camp that could bring at-risk and underserved middle school students to our campus. Encouraging them to consider college and/or a career in music can both create new opportunities and demonstrate a path for achieving their dreams.

The Department of Music is one of the largest presenters of concerts and musical events in Jacksonville—many of them offered free to the public. Becoming the Music Flagship Program will help us consolidate the planning, organization, marketing, and production of these events under a single umbrella program, *UNF Presents*. Currently, we have many performing ensembles and concert series, each under its own name (Great American Jazz Series, Cummer Family Foundation Chamber Music Series, etc.). Establishing *UNF Presents* will rebrand our cultural activities as a coherent package. We are already a destination for high-quality arts and entertainment; it's time we spread the word that UNF is one of Northeast Florida's great cultural resources.

## **V: PROPOSED USES OF FLAGSHIP FUNDING SUPPORT**

### **A. Proposed Budget (see following page)**

ITEM	DETAILS	BUDGET					
		Year 1	Year 2	Year 3	Year 4	Year 5	5-Year Total
<b>FACULTY LINES</b>							
Music Education	Assistant Professor \$55,000 + benefits	-----	\$70,000	\$70,000	\$70,000	\$70,000	\$280,000
Musicology	Assistant Professor \$55,000 + benefits	-----	-----	\$70,000	\$70,000	\$70,000	\$210,000
<b>NEW COURSE DEVT</b>							
Creation of New Minor: Music Business & Technology	Adjunct faculty for new courses (Eight 3-credit courses, each offered every other year)	-----	-----	-----	-----	\$8,000	\$8,000
<b>"UNF PRESENTS"</b>							
Guest Artists	Bring in world-class artists to perform and work with our students	-----	\$7,500	\$7,500	\$7,500	\$7,500	\$30,000
Concert Production	Design, produce, distribute marketing materials for the concert series	\$1,000	\$3,000	\$3,000	\$3,000	\$3,000	\$13,000
	Salary increase to make DOM's part- time Marketing/PR Manager full time	-----	\$15,000	\$15,000	\$15,000	\$15,000	\$60,000
Composition Commissions	Commission composers to write new works for our ensembles, to be premiered at UNF	-----	-----	\$5,000	\$5,000	\$5,000	\$15,000
Program Manager (Part-time)	Create new part-time staff position to schedule all recitals and produce all printed programs	-----	\$20,000	\$20,000	\$20,000	\$20,000	\$80,000
Student Assistantship	Assists Marketing/PR Manager and Program Manager in implementing the series	-----	\$5,000	\$5,000	\$5,000	\$5,000	\$20,000
<b>MUSIC AMBASSADORS</b>							
Tours	Ensemble concert tours, awarded on a rotating basis annually to each of our large ensembles	-----	\$20,000	\$20,000	\$20,000	\$20,000	\$80,000
	In-house grants for faculty and student research & performance stipends	-----	-----	\$10,000	\$10,000	\$10,000	\$30,000
Ambassador Coordinator Stipend	Stipend awarded to faculty coordinator of Ambassador program.	-----	\$1,000	\$1,000	\$1,000	\$1,000	\$4,000
<b>COMMUNITY OUTREACH</b>							
Music Mentors	Assistantship for Head Music Mentor (student coordinator)	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$10,000
	Student Music Mentors (10)	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$25,000
	Stipend for faculty coord. (leadership, oversight, grant writing, etc.)	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$15,000
	Music Mentors 4-week summer day camp (held at Butler Middle School) and related field trips	\$8,000	\$8,000	\$8,000	\$8,000	\$8,000	\$40,000
UNF Community Music School	New hybrid position: Part-time CMS coordinator; part-time applied faculty (\$25,000+\$5,000, respectively)	-----	-----	-----	-----	\$30,000	\$30,000
<b>EQUIPMENT</b>							
Recording Equipment	Improve equipment & wiring to meet original building specs; serves both recording and instructional functions	\$50,000	-----	-----	-----	-----	\$50,000
<b>TOTAL BUDGET</b>		<b>\$66,000</b>	<b>\$159,500</b>	<b>\$244,500</b>	<b>\$244,500</b>	<b>\$282,500</b>	<b>\$1,000,000</b>

## **B. Budget Justification**

Curriculum Development: Add two new full-time, tenure track faculty lines and one adjunct.

1. Music Education faculty member will teach Elementary Music Methods, Secondary Music Methods, Field Lab 1, Field Lab 2, advise BME students, and conduct an ensemble.

Our Bachelor of Music Education is our fastest growing degree program, but its major courses are being taught by an emeritus faculty member who is assisting us in the interim until a more permanent solution is found. Hiring a new faculty member would anchor this fledgling degree program and lay the groundwork for future expansion of what will likely become our largest degree program.

2. Musicology faculty member will teach Music History 1, Music History 2, Enjoyment of Music, and relevant graduate level courses as they are created.

Our department has never had a full-time academic faculty member to teach required academic courses in Music History. These courses are currently taught by a combination of adjunct/visiting faculty or are covered by performance faculty in addition to their applied teaching. Hiring an Assistant Professor of Musicology will fill this gap and pave the way for the accreditation and launch of our new Master's degree program.

3. Hire new adjunct faculty to teach 8 courses (4 courses annually, offered every other year) for a new Music Business and Technology minor.

The establishment of a non-performance-based minor in music would enable our department to reach many more students who might seek career opportunities in music but lack the talent or skill to become professional performing artists.

UNF Presents: Consolidate concert production & increase support staff.

1. Consolidate concert production under new *UNF Presents* umbrella program, which will bring in guest artists, sponsor concert productions, and disseminate information about the department's educational outreach efforts.

*Guest Artists.* Bringing in world-class artists to perform and teach has the potential to make an immeasurable impact on *all* of our students. Partnering with local music presenters, including Jacksonville Symphony Orchestra, Riverside Fine Arts Association, and Beaches Fine Arts Series, has provided us with access to their visiting artists for master classes and workshops. Additional funds will enable us to engage more world-class performers and will also serve to promote the reputation of our program and our students.

*Concert Production and Full-Time Public Relations Director.* Given the divergent nature of our current concert promotion, consolidating our events under the heading of *UNF Presents* and supporting our series with additional marketing and PR support will increase the visibility of our program and of UNF as a whole. Moreover, producing a single concert series with many sub-categories will make it easier to sell ticketed packages and provide increased opportunities for performance sponsorships. Establishing a full-time PR position is a critical component of our strategy.

2. Begin commissions to composers for new musical compositions to be premiered by UNF students and faculty.

*Composition Commissions.* Commissioning internationally-recognized composers to write musical works to be premiered by our own large ensembles increases the international recognition of our program and UNF. The preparation and performance of a

new work in collaboration with its composer provides our students with the rare opportunity to actively participate in the creative process.

3. Increase department support staff.

*Program Manager (Part-time).* Currently our scheduling and programming tasks are managed by our overworked part-time PR director and administrative secretary. The addition of a part-time program manager will meet our departmental needs to generate all recital programs, coordinate concert and rehearsal scheduling, and analyze and report audience tracking data generated from our concerts. This addition would also ensure that our concert programs are professional, error-free, and of high quality for the public at large to represent UNF in the best possible manner.

*Student Assistantship.* Adding one student assistantship position to assist our new Program Manager and full-time Director of Public Relations will provide further support to our over-worked front office, and provide students with valuable arts administration skills and experiences to transfer into their own musical careers while strengthening the business aspect of their résumés.

*Music Ambassadors:* Outreach, education, and mentoring programs.

1. Establish Music Ambassadors program:

*Performance Tours.* In the past six years, our department has made significant strides in expanding its international recognition through national and international performance tours. In addition to raising the profile of the university, these experiences are vital for our students who find real-world applications of UNF's learning outcomes (Know the World; Respect Others; Express Yourself). Experience has shown that students return from these tours more mature, more articulate, and with a better sense of their place in the

greater world. Flagship funding will ensure that we can continue regular touring while seeking additional support from other sources.

*Grants for Faculty and Student Research.* Flagship funding will support individual faculty and/or student tours for performance, and faculty/student collaborative research. This includes performances or papers presented at national and international conferences. In addition, we will establish a stipend for a Music Ambassadors Coordinator, a faculty member who will oversee the in-house grant application process as well as the performance tour program.

2. Continuation and Enhancement of Music Mentors program:

*Music Mentors.* As one of our most successful community outreach programs, it provides at-risk and underserved students at Butler Middle School with instrument loans and weekly lessons with UNF music students free of charge. A four-week summer day camp is also included as part of the program. Music students who serve as mentors receive a small stipend and invaluable teaching experience. In the past, this program has been supported by a 3-year grant from the Chartrand Foundation and will likely have future funding secured by outside sources. Flagship funding will ensure the continuation of this valuable program in the interim and lay the groundwork for possible future expansion.

3. Establish UNF Community Music School and hire new part-time Coordinator to organize and launch non-major music courses offered to K-12 students and adults in our community and to teach part-time as Adjunct Music Faculty.

*UNF Community Music School.* Given our rapidly growing program in Music Education and our new degree track in Piano Pedagogy, the creation of an in-house music preparatory division that serves adults as well as children will provide a supervised

teaching laboratory for our upperclassmen in these fields and provide additional support for our recent graduates. Moreover, the Community Music School will bring an even greater number of school-aged children to campus and prove a fertile recruiting ground for future UNF students in all fields. The CMS will be headed by a new hybrid staff position—an artist-teacher who is capable of administering the program and serving as a part-time applied instructor.

Technology & Equipment Improvements: Building recording capabilities.

1. Improve acoustical quality and technological capability of current recording studio.
2. Add new computer and upgraded software to bring the studio up-to-date and provide valuable hands-on experience to students.
3. Improve building wiring to enable recording in several Fine Arts Center performing spaces.
4. Purchase new equipment for portable recording rig, which will enable students and staff to record performances in a variety of locations on and off campus.
  - *Equipment: Recording Studio and Wiring:* Flagship funding will be used to bring the equipment and wiring up to the original plans and update equipment to reflect the most current technology. Putting this equipment into use as soon as possible is important not only for the improved recording of our students and student ensembles, but will be an essential component of the new Music Business and Technology music minor.

**C. Flagship Program Benchmarks & Assessments (see following pages)**

ITEM		BENCHMARKS AND ASSESSMENTS				
		Year 1 (2011-12)	Year 2 (2012-13)	Year 3 (2013-14)	Year 4 (2014-15)	Year 5 (2015-16)
<b>FACULTY LINES</b>						
Music Education	Assistant Professor	Search for new line: Advertise Fall 2011; On-site interviews and hire by March 2012	Teaching begins: Courses include Elementary Music Methods, Secondary Music Methods, Field Labs 1&2, Concert Band Search for new line: Advertise Fall 2012; On-site interviews and hire by March 2013	Teaching begins: Courses include Music History 1&2 and new MM courses (History Review, Music History Seminar)		
Musicology	Assistant Professor					
<b>NEW COURSE DEVELOPMENT</b>						
Creation of New Minor: Music Business & Technology	Adjunct faculty for new courses (Eight 3-credit courses, each offered every other year)			Develop new minor curriculum: Complete APC review process to create new courses	Search for new adjunct faculty: Identify candidates and hire by March 2015	Launch new minor: Offer two courses per semester beginning in 2015-16 AY
Preparations for new Master's Degree (M.M.)	Using NASM guidelines, faculty input, and the new musicology position, prepare for the launch of the new Master of Music degree		Develop curriculum for M.M. degree: Define program curriculum and begin APC procedures			
<b>UNF PRESENTS</b>						
Guest Artists	Bring in world-class artists to perform and work with our students	Begin booking new artists for the 2012-13 series: Engage artists for inaugural season and subsequent years	Launch UNF Presents: Premiere series, includes guest artists, existing ensemble performances, and faculty residencies	Continuation of previous year's activity	Continuation of previous year's activity	Continuation of previous year's activity
Concert Production	Design, produce, distribute marketing materials for the concert series Salary increase to make DOM's part-time Marketing/PR Manager full time	Prep marketing materials for debut of UNF Presents (to start Year 2): Publish & mail by Summer 2012	Continuation of previous year's activity	Continuation of previous year's activity	Continuation of previous year's activity	Continuation of previous year's activity
Composition Commissions	Commission composers to write new works for our ensembles, to be premiered at UNF	Select possible composers: Engage composer for new Wind Symphony work (to debut Year 3, 2013-14)	Select possible composers: Engage composer for new UNF Chorale work (to debut Year 4, 2014-15)	Select possible composers: Engage composer for new UNF Orchestra work (to debut Year 5, 2014-15)	Select possible composers: Engage composer for new JEL work (to debut beyond timeline in Year 6)	Continuation of previous year's activity UNF Orchestra premieres 3rd commission: Successful premiere and recording

<b>UNF PRESENTS, contd.</b>		Year 1 (2011-12)	Year 2 (2012-13)	Year 3 (2013-14)	Year 4 (2014-15)	Year 5 (2015-16)
Program Manager (Part-time)	Create new part-time staff position to schedule all recitals and produce all printed programs	Initiate search for part-time position: Hire Program Manager by June 2012	Program Manager (& Student Assistant) administers series & tracks audience data: Data collected and analyzed	Continuation of previous year's activity	Continuation of previous year's activity	Continuation of previous year's activity
Student Assistantship	Assists Marketing/PR Manager and Program Manager in implementing the series		Hire student assistant: Student assistant begins working with PR Manager and Program Assistant			
<b>MUSIC AMBASSADORS</b>						
Tours	Ensemble concert tours, awarded on a rotating basis annually to each of our large ensembles	Plan and raise add'l funds for 1st two tours; first tour to take place by Summer 2012	Plan and implement 2nd large ensemble tour; raise additional money for 3rd tour: 2nd tour to take place by Summer 2013	Plan and implement 3rd large ensemble tour; raise additional money for 4th tour: 3rd tour to take place by Summer 2014	Plan and implement 4th large ensemble tour; raise additional money for 5th tour: 4th tour to take place by Summer 2015	Plan and implement 5th tour; raise additional money for 5th tour to take place by Summer 2016
	In-house grants for faculty and student research & performance stipends			Launch in-house grants program: Award individual travel grants to students and faculty	Continuation of previous year's activity	Continuation of previous year's activity
Ambassadors Coordinator	Stipend awarded to faculty coordinator of Ambassador program.		Recruit grant coordinator to develop guidelines for faculty and student grant proposals; in-house grant guidelines published	Coordinator launches in-house grants program, above: Grants are awarded	Continuation of previous year's activity	Continuation of previous year's activity
<b>COMMUNITY OUTREACH</b>						
Music Mentors	Continuation of current Music Mentors program, including faculty coordinator, head Mentor, and 10 UNF student Mentors; also includes 4-week summer day camp	Seek outside funding to continue program beyond Flagship support timeline; Achieve outside funding before the end of Year 5	Continuation of previous year's activity	Continuation of previous year's activity	Seek additional funds to expand the program to include more mentors and schools; Secure funding before the end of Year 5	Continuation of previous year's activity
UNF Community Music School	New hybrid position: Part-time CMS coordinator; part-time applied faculty  CMS will be made open to students Pre-K – adult				Search for new CMS coordinator/part-time applied faculty: Hire new position by March 2012	New coordinator launches UNF Community Music School: Begin accepting students
<b>EQUIPMENT</b>						
Recording Equipment	Improve equipment & wiring to meet original building specs; serves both recording and instructional functions	Identify needs and make purchases to ready newly-expanded recording studio: Expanded studio to open Summer 2012	Studio is active; recording technician archives performance recordings: UNF Music Recording Archives established			

## VI: CONCLUSION

Through our proposed *Music Flagship: Transforming Students, Transforming Communities*, we will be able to attract the strongest possible students and reinforce their competitiveness on the job market. We will further expand our curriculum and intensify our support of research and transformational learning opportunities. We will devote resources and Flagship funding to regional outreach in the form of cultural events, support for our Music Mentors program, and new community-based music education. In summary, the Music Flagship will serve our students—majors and non-majors—with broader course offerings and priceless artistic experiences, strengthen the support of our faculty’s scholarly opportunities and activities, and enhance our ties to the community through concerts and educational outreach efforts.

Beyond this, the Music Flagship will provide the synergy that will elevate our Department of Music to become the UNF School of Music. Becoming a *School of Music* instantly elevates the prestige of our program in the eyes of external and internal constituencies. This critical step will allow us to compete more successfully for talented students, attract a broader array of donors, and improve our overall fundraising capacity. The Music Flagship Program is designed to cumulatively enhance multiple dimensions of the department in pursuit of our strategic goals.

Music has the capacity to transform people’s lives. We are proud of our service to UNF’s students, the university community, and the North Florida region. As the department grows, we are poised for dynamic change and opportunities to make an even greater impact on our region through our music and outreach. With Flagship support we will ensure that the proper infrastructure is in place to support these transformations.

Monday January 31, 2011

Dr. Gordon Brock  
Music Department Chair  
University of North Florida  
Jacksonville, FL. 32224

Dear Dr. Brock,

As the founding State Director of the Employee Florida Banner Center for Creative Industries, I would like to pledge my support for the department of music flagship candidacy here at the University of North Florida. Having personally attended and supported multiple music departmental events, developed high quality internal collaborations with faculty, aggressively promoted students with opportunities to showcase their learned talents regionally and attended classes in the subject matter, I feel I am well qualified to be a sound advocate.

The goal of the Banner Center for Creative Industries is to bridge education and our workforce, ensuring that industry driven workforce is being developed to support the changing needs of our economy. We are rapidly becoming a statewide nexus for information and training for creative industries in our state, nationally and globally. Our programming curricula are non-degree oriented however multiple high quality certifications can be earned in the TV, Film and New Media arenas.

The predominant element of the creative industries program is to serve as a conduit between the learning of the technical skills required and taught here at UNF and actual applications of information, development of relationships and placement into industry jobs. The students' personal collaboration with the creative industries leaders and employers program greatly strengthens the attraction of the music business/technology degree. Our curriculums would be developed in a way that encourages a seamless transition from the music program into the creative industries program and beyond.

Please feel free to call on our team for any additional information we can provide. We strongly favor the flagship status of our music department. It will be just one more shining example for us to be proud of the exceptional work your division performs.

Thank you.  
Philip L. Green, State Director  
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