**EXCELLENCE, 2017-2022 Strategic Framework for the University of Oregon**

 **SCHOOL OF MUSIC AND DANCE**

 **I. Promote and enhance student access, retention, and success.**

**A. Recruitment, Communications, and Visibility**

1. Increase visibility through the use of social media, promotional videos, podcasts, etc. to highlight student/faculty research and creative activity and develop communication protocols to build awareness and understanding of SOMD’s impact.
2. Develop a systematic plan for recruitment-focused performances and outreach and create a system of accountability for school recruitment trips by reporting activity on annual reports.
3. Communicate with community colleges to articulate curricular agreements that provide for greater flexibility in acceptance of completed coursework (e.g., transfer credit).

**B. Financial Support and Professional Development**

1. Expand scholarship and graduate fellowship opportunities to increase diversity, access, retention, and recruitment of underrepresented students, including those of limited means.
2. Identify, expand, and support professional development opportunities for both students and faculty to help foster post-graduation success for our students.

**C. Curricular Review and Support Mechanisms**

1. Identify and explore opportunities for online or hybrid-model classes.
2. Review (and revise as necessary) the existing undergraduate and graduate programs in music and dance to ensure that students have access to skills expected of 21st-century performers, scholars, and teachers.
3. Provide enrolled students with the social and academic support that will enable them to succeed and complete their programs in a timely manner.

**II. Enhance the impact of research, scholarship, creative inquiry, and graduate education.**

1. Seek external support through programs that sponsor research such as the NEA, NEH, NIH, NSF, and the Oregon Arts Commission.
2. Look for practical ways to make faculty and graduate students aware of internal grant opportunities (OHC, CSWS, Faculty Research Award, Summer Research Award, etc.) that are available, and resources within the University that can assist them in applying.
3. Develop our graduate programs with a focus on increasing graduate student professional development and post-graduation success by making it easier for students to perform and present their research outside the UO. Make funding for student trips to competitions, performances at important venues, and presenting at conferences a priority for fundraising.
4. Declare scholarships and GE positions a priority in fundraising, with the eventual goal of having a GE or scholarship available in every studio, and increasing the scholarships available to academic areas.
5. Focus on growing our music education area by recruiting quality students, training them to be leaders in their fields, and sending them out to impact future musicians.  We are well on our way to doing this by strategically hiring new faculty in each of our main areas (wind, string, choral, elementary music education).
6. Explore the possibility of developing non-academic certificates or diplomas in performance and creation, without neglecting the health of our already-strong academic degrees.
7. Work towards developing a formal mentorship program for pre-tenure faculty, in which each junior faculty member is paired with a senior professor in the same or a similar area.
8. Look for ways to mentor career NTTF and enhance their support for research and development.
9. Continue developing SOMD’s own unique metrics for merit evaluation (raises, promotion and tenure) and strive to more effectively communicate these to other faculty across campus, particularly those whose metrics are likely to be substantially different from SOMD.
10. Advertise the successes we have by tracking graduate student and faculty accomplishments better.

**III. Attract and retain high quality, diverse students, faculty, and staff.**

**(also see the SOMD Diversity Action Plan for 2017-2020 and the IDEAL Plan**

**A. Foster and incorporate an inclusive environment.**

1. Present an open forum once per term on topics of relevance to students, faculty and staff.
2. Explore opportunities for flexible curricula to assist veterans and reservists with degree completion.
3. Create an SOMD advisory group on diversity issues.

**B. The University of Oregon will have a diverse faculty, staff, and student body.**

1. Gather demographic data on Oregon schools to identify diverse and underrepresented populations of potential students.
2. Target recruiting efforts toward at least five of these identified schools/districts in #4 above per year.
3. Codify data on current regional, national, and international recruitment efforts.
4. Explore ways to remove barriers to admissions (TOEFL, transfer credit, articulation agreements, etc.)
5. Develop new curricula that serves a broader population (Certificate/Diploma programs, e.g.)
6. Increase faculty awareness for existing financial resources to support current and prospective students (expand website content, etc.)
7. With SOMD Development staff, explore the possibility of establishing new funding mechanisms to support more diverse student populations (targeted GE positions, scholarships, etc.)

**C. Establish key metrics and reporting structures necessary to ensure accountability and inclusive policies, procedures, and practices.**

1. Create a diversity climate survey for faculty, staff, and students..
2. Administer and evaluate data from this survey (with external assistance required).

**D. Success for All. The UO is committed to achievement and success for all of its students, faculty, staff, and alumni.**

1. Revise policies on use of UO-owned instruments to facilitate student success.
2. Explore and share competitive funding opportunities for students traveling to conference or competition-type events.
3. Encourage social activities amongst areas of the School.
4. Consider implementing an SOMD writing assistance program.

**E. Leadership will prioritize and incorporate diversity, equity, and inclusion in plans and actions.**

17. Create a program for onboarding and mentorship of faculty

**IV. Enhance physical, administrative, and IT infrastructure to ensure academic excellence.**

1. Create additional online forms for many SOMD tasks to improve efficiencies in completing administrative work for faculty, staff, and students.

2. Develop improved methods for scheduling communication to prevent courses from colliding that impede student degree progress

1. Develop a system for tracking SOMD graduates as they move on to graduate schools and professional careers.