

Recommendations Regarding Music at NYU

I. PREAMBLE

After a thorough discussion and evaluation of the options and opportunities expressed in the reports of the faculty-led Steinhardt Strategic Assessment Committee and the Task Force on Music, and driven principally by academic considerations, the Senior Administration of the University recommends leaving the existing programs in music in the schools in which they reside presently. The pluralism of strong programs in music throughout the University is an important part of music's character at NYU. These diverse offerings in music provide numerous and rich opportunities for our students and faculty and we endorse this pluralism.

The Administration makes a number of recommendations which are designed to enhance the music programs throughout the University. These recommendations seek to provide mechanisms to increase the ability of the faculty in the individual schools to collaborate across schools thereby achieving creative and intellectual synergies. We emphasize the importance of synergy -- both within the school and throughout the University.

An important context for these recommendations is the University's recognition of the unique position NYU occupies in New York City -- a place where music is created, widely performed, passionately studied, and deeply experienced. NYU's location within New York City enables the University to tap into a rich and deep talent pool of faculty, visitors, and part-time teachers, as well as musicians, composers, and mentors for our students and faculty and their work. These exceptional human resources, which are not available to many other universities, will enable NYU to build first-rate programs in music, the core vision of which is a first-rate faculty that can draw heavily, continually, and organically on the extraordinary talent available in our city.

As a step toward enhancing the arts and music at NYU, we are creating a new position of associate provost for the arts. This action signifies an enhanced university-wide focus on music and the arts aimed at increasing the visibility of NYU's programs in the arts. This associate provost will provide guidance and leadership on those matters in music and the arts which transcend individual schools within NYU. The responsibilities of the associate provost will include the coordination of activities and the initiation of new cross-school initiatives in both the visual arts and in music. (This is the same position called for in "Recommendations Regarding the Visual Arts at NYU").

We are pleased to announce that Dean Mary Schmidt Campbell has agreed to become NYU's first associate provost for the arts, in addition to her current responsibilities as Dean of Tisch. Beginning in the Spring 2005 semester, her new title will be Dean of the Tisch School of the Arts and Associate Provost for the Arts.

Below are listed the specific recommendations, followed by a narrative elaboration on these recommendations, and a conclusion.

II. SPECIFIC RECOMMENDATIONS

To realize fully the great opportunities of music throughout NYU, the Senior Administration of the University recommends the following actions:

- The existing programs in music at New York University should remain physically and administratively housed in their current schools and departments.
- Each music program at NYU should articulate the ways in which it is making distinct contributions to the rich array of offerings in music at NYU. Each program's courses, names, and degrees should be reflective of these distinct missions. This clarity should include changing the Ph.D. in Music Composition and Music Performance within the Steinhardt School of Education to the Doctor of Music Arts. In addition, the name of Steinhardt's Department of Music and Performing Arts Professions should be changed in order to more clearly differentiate it from the FAS Department of Music.
- Faculty within the Department of Music and Performing Arts Professions of the Steinhardt School of Education should continue to articulate the ways in which they complement, enhance, and extend the Steinhardt mission to prepare music teachers, theatre educators, and expressive therapists by working collaboratively with colleagues in related fields of music, creative expression, cultural theory, and other overlapping areas within the Steinhardt School of Education.
- While a plurality of music programs at NYU is both desirable and appropriate, more coordination is needed and would be beneficial. The deans, the associate provost for the arts, and most importantly, the faculty of the music programs across NYU, are being asked to identify areas in which cross-school collaborations and joint programs, and possibly even joint departments might be possible. Once these areas have been identified, the faculty, in collaboration with the deans and the associate provost, shall devise plans and timetables for developing such joint activities and units. The Coordinating Council for Music (described below) may provide one appropriate mechanism to assure faculty engagement in this process. We note in particular the possibilities and opportunities for such joint activities between (i) the Music Business Program in Steinhardt, the Clive Davis Program in Tisch, and the programs in the Stern School of Business (ii) the Music Technology Program in Steinhardt and the Interactive Telecommunications Program in Tisch, and (iii) the Musical Theater Programs in Tisch and Steinhardt; however, many other possibilities and opportunities for collaboration exist. We emphasize that the faculty (with the deans) is the proper group to identify, design, and implement such joint activities.
- The provost, in conjunction with the relevant deans, will appoint a university-wide *Coordinating Council for Music*. Co-chaired by two faculty members, this Coordinating Council will be comprised primarily of faculty members, with the

associate provost for the arts and several deans serving as ex-officio members. The Coordinating Council for Music will (i) encourage faculty engagement in and commitment to the coordination of NYU's many music programs and (ii) encourage joint activities and projects between the programs. Faculty engagement and joint activities will provide synergy amongst these programs which will then strengthen their quality, and that of their students, faculty and research. A possible menu of activities of the Coordinating Council might include:

- Suggesting areas and designing appropriate mechanisms for improving coordination and enhancing genuine collaboration among the many music units at NYU -- including the integration of curricular offerings and the creation of joint activities, courses, seminars, performances, and programs.
- Improving informal mechanisms for dialogue that can lead to strategic hiring; enhancing faculty appointments in each program/department through communication and collaboration in the search, recruitment, hiring, and mentoring processes; identifying possible joint appointments and other potential hiring opportunities.
- Encouraging collaboration from across the university where relevant scholarship, dialogue and discussion of music, music business and administration, music and culture, and music and human development occur.
- Establishing focused affinity (or working) groups comprised of faculty and students for the purpose of enhancing collaboration among the units that engage in studying, performing, critiquing, producing, marketing, and managing music at NYU. (For example, we imagine that there might be several affinity groups working at any one time, on projects of varying duration. These projects, which would reflect the current interests of members of the faculty, are conceived to (i) promote cross-departmental and cross-school activities in music, (ii) improve the quality of university-wide music programs for students, and (iii) raise the visibility of activities in music across NYU and the City. We expect that these working groups will have recognized outputs, e.g. scholarly work and public performances and productions.)
- Organizing cross-school events, programs, and performances -- perhaps as activities of the faculty affinity groups.
- Advising the University as to internal utilization of the facilities in the Skirball Center for the Performing Arts.
- Identifying possible areas where NYU can carve out distinctive niches in the field of music -- such as popular music, cultural and ethnic music and ethnomusicology, and music technology -- and market them appropriately.
- Articulating the unique contribution each unit makes to music and NYU and post this information in websites that are linked; ensuring that publications about music cross-reference to other units and their course offerings, performances, productions, and scholarly presentations.
- Developing a university-wide music calendar of activities that celebrate music across NYU: FAS-Music, Tisch-Music, and Steinhardt-Music.

- Developing a cross-school music website and joint advertisements in local and national press about music at NYU.

This sample menu of activities of the Council is meant to be illustrative, not exhaustive. It should be up to the Coordinating Council to lay out a set of explicit goals, design programs and activities that advance those goals, and develop a set of criteria against which success can be measured. The Coordinating Council will be expected to issue a report along these lines, to be submitted within nine months after the group has been charged. During this formative period, some of the activities outlined above are anticipated to be underway.

The provost, together with the associate provost for the arts, will provide oversight of the Council and will, with others in the University Administration, conduct periodic reviews with the faculty to discuss continuation, nature and amount of available resources, sunset provisions and the like.

For their part, the University and the schools shall make a modest initial investment of resources to encourage and support the activities of the Council.

III. ELABORATION ON THE RECOMMENDATIONS

The context for these recommendations flows from the history of the schools and departments that offer music and related programs at the University. A very brief review of the history and respective strategic missions of music at FAS, Steinhardt, and Tisch follows as contextual background. (No full program exists at Gallatin and its music courses will not be covered in this discussion.)

Within the Faculty of Arts and Science, the Department of Music was established in 1923 to serve both the Washington Square College and the College of Arts and Science at the University Heights campus. In 1935, the latter College was dissolved and the department returned to the Washington Square College. Currently, FAS's Department of Music offers an undergraduate major and minor in Music, with academic courses in historical musicology, world music and ethnomusicology, popular music, music theory, composition, historical performance, and jazz. Students throughout NYU take many of these courses.

Also within the Faculty of Arts and Sciences, the Graduate Program in Music is designed for professionally-minded students wishing to combine college-level teaching with continuing research and/or composition. It offers three degree tracks: Ethnomusicology, Historical Musicology, and Composition and Theory. An intentionally small program, it admits 6-8 students annually and has a research-oriented curriculum comparable to the music departments in the nation's leading universities.

The Department of Music and Performing Arts Professions in The Steinhardt School of Education was founded in 1925 and offers undergraduate and graduate

degree programs in music performance and music education. In 1966, it merged with the New York College of Music, the city's oldest music conservatory. All NYU degree programs in music performance are housed at Steinhardt. In addition, the department has fully accredited programs in Music Business, Music Composition, Music Theatre, Music Technology, Music Therapy, Educational Theatre, Dance Education, and Performing Arts Administration.

Currently, over 1300 students are majoring in programs (baccalaureate through doctoral (Ph.D.)) in Steinhardt's Department; an additional 400 non-major students take music classes in Steinhardt. The music degrees and programs in the school are similar to those offered at traditional schools of music, and the curricular and artistic programs are synergistically related in ways that complement each other.

The Tisch School of the Arts follows a "conservatory" model. It offers the Clive Davis Department of Recorded Music (BFA), providing a contemporary focus, with some courses at FAS and Stern School of Business. The Drama Department's Theater Studies Program gives undergraduates a chance to study musical theatre performance, and the Department of Dance offers B.F.A. and M.F.A. programs for students committed to entering the profession as dancers or choreographers.

The Department of Film & Television, the second largest program at Tisch, offers courses in Film Scoring (which is not a degree-granting program, so students cannot major in Film Scoring). The Graduate Musical Theatre Writing Program offers a master's degree and prepares students to create new musical theater and opera.

There are numerous areas in music which are ripe for collaboration between and among the faculty of these three schools, and these recommendations are designed to encourage such collaborations. In addition, future potential for synergies also exist, including those described more fully in the Strategic Assessment Committee report. Illustrations include music theatre scholarship and production among all three schools, an undergraduate musical theatre writing program, collaborations centered on popular music, and collaborations between the programs of music business.

"Bridges" or partnerships between the schools are also possible, with common curricular components, greater access to courses between students at different schools, joint faculty appointments, and joint degrees as some outcomes. On a practical level, establishing a common website for all music programs and courses would be welcomed by students, who have difficulty navigating through an uncoordinated information system at present. Cooperative efforts in marketing, production of events, and the like would also yield many benefits and efficiencies.

At Steinhardt, the new vision and mission statements incorporate a belief that music plays an important role as an academic "pillar" for a school aiming to educate the whole person

through knowledge, human development, wellness, and the arts. In that light, closer integration of the profession and performance-based programs with their colleagues in the educational disciplines (Music Education, Dance Education, and Educational Theatre) should be promoted and is expected.

In other ways, the recommendations build on the existing strengths and distinct missions of the NYU music programs, while encouraging greater communication and collaboration. The creation of the new associate provost for the arts is a positive step in elevating the importance and centrality of music and the arts within the University. Similarly, the formation of the Coordinating Council for Music will enable the faculty of the relevant schools to work together to implement programs that will strengthen the research, performance, and educational aspects of NYU music offerings. The Council will also foster broader and deeper conversations about future opportunities for the various music programs at the University to partner on a cross-school or multi-school level.

IV. CONCLUSION

There are strong and distinct programs in music throughout NYU. This pluralism is an important part of the character of NYU in general, and of its music programs in particular. It provides numerous, rich and diverse programs for our students and for our faculty. However, much more coordination and cooperation is needed if the music programs are to achieve their full potential. The recommendations are designed to maintain, within their current locations, NYU's diversity of music programs, while enhancing cooperation between these programs. In particular, with these recommendations the Administration endorses the approach of the Department of Music and Performing Arts Professions, which takes as its model a "school of music" within Steinhardt – while urging the Department (i) to nurture its professional educational work within the Steinhardt School of Education, and (ii) to work more closely with the music programs in FAS and in Tisch. The Administration also urges the faculty in the music programs in FAS and Tisch to become actively engaged in cross-school activities and interactions. These cross-school interactions may later result in joint programs. In any event, the interactions will strengthen the individual music programs and help realize the full potential of music at NYU.