January 29, 2016

To the External Review Committee:

First, let me express my sincere appreciation for your service as external reviewers for the Georgia State University Academic Program Review APR for the School of Music. We understand the demands on your time and very much appreciate your willingness to help. Your expertise and insights into the state of the School of Music and its future directions will be very helpful to our effort in formulating a strategy to move forward.

We are also grateful to Dr. Marva Carter, who chaired the APR committee in the School of Music, and the academic program review committee for their diligent work on this important process. We applaud the School of Music’s sustained contribution to the core curriculum and the breadth and depth of signature experiences available to its students. We acknowledge the extent to which the School of Music has engaged with the community through numerous programs such as the Sound Learning project at The Drew Charter School and the Rialto Youth Jazz program. We also recognize the numerous partnerships that the School of Music has forged with international institutions, which appears to have had a positive effect on the recruitment of foreign students. We also recognize the high level of faculty productivity in the areas of research and creative activity, which has resulted in significant publications, faculty awards and honors, and the commissioning of new works.

In the context of Georgia State University’s revenue-neutral budgetary climate, we essentially have three options for developing the strengths of our programs: (1) redirection of resources within existing departmental budgets to maximize programmatic impact, (2) lateral redirection of resources from other units within the college where we are convinced that the value added in a particular unit is an effective way of achieving the goals of the university’s strategic plan, and (3) self-directed pursuit of opportunities for external funding. In accordance with those contextual parameters, we would like the external review team members to consider the following items:

- What recommendations would the review team offer for growing and sustaining student enrollment in the School of Music? Is the self-study’s plan sufficient to achieve these aims? Given the School of Music’s desire to grow the music management program, are there budget neutral ways in which to do this?
• We would welcome input from the external reviewers about the facilities concerns expressed by the report. Are there ways to create more practice room space within the existing footprint of the music buildings?
• We are also curious to hear your input on the ideal ratio of undergraduate to graduate students, recognizing the university’s 70-30 goal may not be optimal for all units within the university.
• What recommendations would the review team offer for making improvements in the area of faculty retention, morale, and satisfaction?
• How can the School of Music best support the university’s focus on developing solutions to the complex challenges of cities?

We would also value your input on more general topics concerning the School of Music that result from your analysis. I look forward to meeting you in person and hearing your insights on the state of the School of Music and its future directions.

Sincerely,

[Signature]

William Long
Dean