

# Music Department 2013 Annual Assessment Update

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## **SECTION I**

### **A.**

#### **Purposes of the Institution and Music Unit**

##### **Institutional Mission**

Westmont College is an undergraduate, residential, Christian, liberal arts community serving God's kingdom by cultivating thoughtful scholars, grateful servants and faithful leaders for global engagement with the academy, church and world.

##### **Mission for the music unit**

The Music Department equips students for the serious study, composition and performance of great music within the scope of the liberal arts tradition and the context of the Christian faith and worship. The primary objective of the Music Department is to develop skilled musicians with Christian insight into their art and craft at an advanced



called in scripture to be stewards of the earth, to be faithful caretakers of the physical creation. We are also called to appreciate the rich diversity of human cultures – cultures shaped by people who bear the mark of God’s image in creation. We are, then to be a community informed and enriched by thoughtful and intentional study of and interaction with cultures other than our own. Ours is, however, a fallen world, and the earth, its peoples, and their institutions stand in need of the redemptive, reconciling word of the gospel. We are called, therefore, not only to appreciate and preserve the creation and human cultures, but also to participate in the work of the Kingdom in response to the Great Commission to make disciples of all nations – to bring all creation and human institutions under the Lordship of Christ. This task involves grappling with the full range of ways in which the fall has introduced blindness, disintegration, conflict, and injustice into the world. Finally, the emphasis on the global nature of education is a recognition that our world has increasingly become interconnected and interdependent. To prepare people to function intelligently, effectively and for the good in a world of global politics, global economics, and global communications must be one of the aims of a Westmont education.

### **Analysis**

It is the shared opinion of the Music Department and the institutional leadership that the mission, goals and vision of the music unit and the college are in harmony with each other, and are intended to work together to provide a program of excellence. The Strategic Planning Document of the music unit is used to guide long-range planning and is included in the MDP Section 3\_A-1 of this study.

### **B. Size and Scope**

#### **Music Unit Enrollment** (as of Fall 2013)

39 majors (see MDP Section 1\_B-2a)

238 enrolled in ensembles

157 enrolled in private instruction

74 enrolled in lecture and lab courses

The current enrollment is reflective of the steady growth of the department, whose course offerings have been consistently enrolled, with circa 40-50 majors a year for the past five years (MDP Section 1\_B-2). This represents growth from .3% of declared institutional majors in 1996 to 4% of institutional declared majors in spring of 2007 (2 in fall of 1996 to 30 in the spring of 2007). Westmont typically undercounts majors due to institutional practice of having students declare majors by the spring semester of their sophomore year. The number of music majors is more accurately counted by taking the number of declared majors and adding to that the number of students enrolled in music theory courses who are concurrently enrolled in applied studies and participating in an ensemble.







## C. Finances

### **Institutional** (2012-2013)

#### **Budget:**

\$68,003,153

#### **Endowment:**

\$73,908,634

#### **Music Unit Budget:**

Most recently completed fiscal year 2012-2013 operational budget \$1,488,645.00

See HEADS reports for 2010-2013 (Section 1\_B-1) for operational budget detail.

Plus music scholarship funding of \$ 584,000 for fiscal 2012-2013:

\$130,000 Westmont Creative and Performing Arts Budget

\$400,000 Westmont Music Scholarship Budget

\$ 4,000 in Westra Fine Arts Scholarship endowment proceeds  
allocated annually to music

\$50,000 in Guild Scholarships

#### **Development methods**

The Music Guild (music scholarship fund raising campaign engaged in Fall 2012) raised \$50,000 in its first year. Projections are to increase this fund annually with a target of \$250,000 in annual revenue within the next six years. This vision has been identified as a priority by the Office of Advancement, specifically Alex Nizet and Cliff Lundberg, with whom the music unit works in tandem to develop funding streams.

The major capital improvement since the previous NASM review was the new Music Building, which was \$2,000,000. This signified an important milestone in terms of the college's long-term commitment to the health of music on campus.

#### **Long-range financial planning**

For more information on long-range financial planning, please refer to the Strategic Planning Document in Section 3\_A-1.

#### **Analysis:**

Student touring has been identified as a critical area for development. Fund-raising for these areas, while effective, consists largely of post-concert donations, student-based fundraising (letter writing campaign; see MDP Section 1\_C-4 for sample). While we





**H.**  
**Recruitment, Admission-Retention, Record Keeping and Advisement**

**Recruitment:**

The music unit seeks to work within the NASM standards in its recruitment practices. Full disclosure of all requirements and costs are clearly displayed on the College website:

<http://www.westmont.edu/admissions/#tuition-and-costs.html>

[http://www.westmont.edu/\\_academics/departments/music/lessons.html](http://www.westmont.edu/_academics/departments/music/lessons.html)

Lesson fees in 2012-2013 are the same as they are in 2013-2014.

Scholarship practices are scrupulously conducted in accordance with NASM standards. A sample of the scholarship award letter is included in MDP Section 1\_H-2. Additionally, scholarship policies and information is included on the music unit web page at

ensemble placement (scholarship auditions have audition requirements that can be found here: [http://www.westmont.edu/\\_academics/departments/music/scholarships.html](http://www.westmont.edu/_academics/departments/music/scholarships.html)). All admitted students who are considering majoring in music are given a music theory placement test (MDP Section 1\_H-6) to assure that they are prepared to engage in this curriculum. It is drawn from the first chapter test from

**Academic Advising:**

The academic advisement of students is a responsibility of all full time faculty members and is considered part of their contractual obligation. In addition, academic advising is a



## **Section II**

### **Instructional Programs Portfolio**

Westmont College offers the degrees of Bachelor of Arts in Music and Bachelor of Music Education. Students may complete one of four tracks on BA Music degree:

- Liberal Arts Track
- Music Performance Track
- Music Composition Track
- Worship Leadership Track

The Bachelor of Music Education Degree received preliminary plan approval from the Commission on Accreditation in November 2013 and will be included in the next edition of the college catalogue in the summer of 2014.

All students desiring to enroll in MU 010 Principles of Music are required to take a basic music placement test. Those deemed unprepared to enter MU 010 must enroll in MU 001 Basic Musicianship as a prerequisite.

All music majors must pass a piano proficiency exam. Students who do not pass the exam are advised to take MUA 050 Private Piano until the exam is passed.

Majors on the Worship Leadership Track and Bachelor of Music Education degree programs have additional competencies that are identified on the curricular charts below.

All music majors must be approved for study beyond the 4th semester in their chosen applied area of study. Approval for study beyond the 4th semester is conducted via



Private Instruction: 6-10 additional units, to equal a total of 16 when added to private lessons taken to fulfill the core, with at least 12 of those units in composition.

- MUA 030/130 Private Composition (1/2)
- MUA 040/140 Private Organ (1/2)
- MUA 050/150 Private Piano (1/2)
- MUA 060/160 Private Guitar (1/2)
- MUA 070/170 Private Voice (1/2)
- MUA 080/180 Private Orchestral Instrument (1/2)

### **Worship Leadership Concentration: 13 units**

Note: Students pursuing this track substitute the 4-unit MU 117 (Orchestration and Arranging) for the 2-unit MU or MUA elective in the core music major requirements.

Required Concentration Specialization Courses:

- RS 151 History of World Christianity (4)
- MU 122 Music in the Worshipping Church (4)
- MU 190 Worship Leadership Practicum (1) (3 units)

One each in the context of:

- The Westmont Chapel program (which may include membership on the Worship Team)
- An historic liturgical church setting
- A contemporary evangelical church setting

Note: Students are encouraged to consider one elective from each of the two groupings of RS or ART courses listed below to experience a more in depth theological and historical perspective:

- RS Elective from among RS 119, 120, 121, 122, 123
- RS or Art Elective either RS 125 or 127 or ART 133

and are highly advised to elect PHY 007 for the 4-unit MU elective in the Major requirements which also fulfills the GE Quantitative and Analytical Reasoning component, and RS 103 Apologetics which also fulfills GE Reasoning Abstractly component.

It is also recommended that students consider exploring electives in public speaking and rhetoric with particular consideration of:

- COM 127 Group Communication and Leadership
- COM 129 Persuasion and Propaganda
- COM 015 Public Speaking
- COM 115 Advanced Public Speaking

Students will be required to pass a basic proficiency exam on Guitar, and Organ in addition to the piano proficiency exam required of all majors.

A minor in music is also offered. The Westmont College Catalogue defines this program as follows:

### **Requirements for a Minor: 24 units**

Required Lower-Division Courses: 8 units

MU 010 Principles of Music I (4)

MU 012 Principles of Music II (4)

Required Music Survey Course: 4 units

One of the following:

MU 020 Survey of Western Music (4)

MU 120 History of Western Music I (4)

MU 121 History of Western Music II (4)

Music Elective Courses: 4 units

Upper- or Lower-Division MU Elective(s) (4)

Required Applied Music Courses: 12 units

Private Instruction: 4 semesters of the following:

MUA 030/130 Private Composition (1/2)

MUA 040/140 Private Organ (1/2)

MUA 050/150 Private Piano (1/2)

MUA 060/160 Private Guitar (1/2)

MUA 070/170 Private Voice (1/2)

MUA 080/180 Private Orchestral Instrument (1/2)

Ensembles: Minimum of 4 units in a major ensemble.

MUA 071/171 College Choir (1)

MUA 073/173 Men's Chorale (1) (Up to two units may count towardm BT 50 0 0 50 0 0 Tm/F2.0

30-32	12-14	60	20	124	in Majors
25%-27%	10%-12%	50%	17%	103%*	

ART 131	Theory and Criticism in the Arts	4 units
<u>General Education Requirements</u>		
I. Common Contexts		
(These include specific and directed elective requirements)		
Biblical and Theological Canons		
RS 001	Old Testament	4 units
RS 010	New Testament	4 units
RS 020	Christian Doctrine	4 units
Philosophical Reflections on Truth and Value		
Choice between three courses; 4 units each		4 units
World History in Christian Perspective		
HIS 010	Perspectives on World History	4 units
II. Common Inquiries		
(Some requirements are or may be fulfilled by Musicianship courses above)		
(Some courses may fulfill more than one requirement)		
Literature		
Choice between several courses; 4 units each		4 units
Physical Sciences (Chemistry, Physics, Astronomy, etc.)		
Choice between several courses; 4 units each		4 units
Life Sciences (Biology, Psychology, etc.)		
Choice between several courses; 4 units each		4 units
Abstract Reasoning (Mathematics, Statistics, Computer Science, etc.)		
Choice between several courses; 4 units each		4 units
Performing and Interpreting the Arts (Visual Arts, Theater)		
Choice between several courses; 4 units each		
Fulfilled in major by MU 120 (required), above		(4 units)
Thinking Globally (Global studies in culture, economics, politics, etc.)		
Choice between several courses; 4 units each		
Fulfilled in the major by MU 123 (elective), above		4 units
Thinking Historically (Western European and non-Western History)		
Choice between several courses; 4 units each		
Fulfilled in the major by MU 121 (required), above		(4 units)
Understanding Society (Sociology, Anthropology, Political Science)		
Choice between several courses; 4 units each		4 units
III. Common Skills		
Writing-Intensive or Speech-Intensive courses		
Writing for the Liberal Arts		
Choice of ENG Composition or Writing-Intensive		4 units
Writing/Speech Intensive within the major		
Fulfilled via MU 121, above		
Writing/Speech Intensive outside the major		
Fulfilled via GE course, above		
Quantitative and Analytical Reasoning		
Choice of applicable courses, fulfilled via GE course, above		
Modern/Foreign Language		
Choice between several courses; 4 units each		4 units



MU 122	Music in the Worshipping Church (4 units)	
MU 123	Survey of World Music (4 units)	
MU 165	Brass Instrument Techniques (1 unit)	
MU 166	Woodwind Instrument Techniques (1 unit)	
MU 167	String Instrument Techniques (1 unit)	
MU 168	Percussion Instrument Techniques (1 unit)	
MU 175	Vocal Techniques (2 units)	
Total Musicianship		30 units

### **Musical Performance**

MUA 070/170, 080/180, etc.	Private Instruction (1/2 units each)	16 units
MUA 071/171, 083/183, etc.	Ensembles (1 unit each)	6 units
MU 193	Senior Recital	2 units
Total Musical Performance		24 units

**Total Combined Musicianship and Musical Performance                    54 units**

### **General Studies**

#### Fine Arts Requirement for all Music Majors

ART 131                    Theory and Criticism in the Arts                    4 units

#### General Education Requirements

##### I. Common Contexts

(These include specific and directed elective requirements)

##### Biblical and Theological Canons

RS 001                    Old Testament                    4 units

RS 010                    New Testament                    4 units

RS 020                    Christian Doctrine                    4 units

##### Philosophical Reflections on Truth and Value

Choice between three courses; 4 units each                    4 units

##### World History in Christian Perspective

HIS 010                    Perspectives on World History                    4 units

##### II. Common Inquiries

(Some requirements are or may be fulfilled by Musicianship courses above)

(Some courses may fulfill more than one requirement)

##### Literature

Choice between several courses; 4 units each                    4 units

##### Physical Sciences (Chemistry, Physics, Astronomy, etc.)

Choice between several courses; 4 units each                    4 units

##### Life Sciences (Biology, Psychology, etc.)

Choice between several courses; 4 units each                    4 units



Choice between several courses; 4 units each	
Fulfilled in the major by MU 123 (elective), above	4 units
Thinking Historically (Western European and non-Western History)	
Choice between several courses; 4 units each	
Fulfilled in the major by MU 121 (required), above	(4 units)
Understanding Society (Sociology, Anthropology, Political Science)	
Choice between several courses; 4 units each	4 units
<b>III. Common Skills</b>	
Writing-Intensive or Speech-Intensive courses	
Writing for the Liberal Arts	
Choice of ENG Composition or Writing-Intensive	4 units
Writing/Speech Intensive within the major	
Fulfilled via MU 121, above	
Writing/Speech Intensive outside the major	
Fulfilled via GE course, above	
Quantitative and Analytical Reasoning	
Choice of applicable courses, fulfilled via GE course, above	
Modern/Foreign Language	
Choice between several courses; 4 units each	4 units
Physical Education	
Choice between several courses; 1 unit each	4 units
<b>IV. Competent and Compassionate Action</b>	
One of three options	
Productions, Research, Integrating Discipline	variable units
One of two options	
Serving Society, Communicating Cross-Culturally	variable units
<u>Free Electives</u>	
Courses offered in a variety of disciplines (typical)	10 units
<b>Total Combined General Studies and Electives (typical)</b>	<b>70 units</b>
<b>Total Musicianship, Musical Performance, General Studies, and Electives</b>	<b>124 units</b>

**Composition Track**

Degree Title: Bachelor of Arts in Music – Composition Track

Number of Years to Complete the Degree: 4

Degree Submitted for: Renewal of Final Approval

Musicianship	Musical Performance	General Studies	Free Electives	Total Number of Credits	Current Semester's Enrollment in Majors	Names of Program Supervisors
30 25%	22 18%	60 50%	12 10%	124 103%*	6	S. Butler

\*120 units used for NASM % formulas.

**Performance Proficiency Standards**

RS 020	Christian Doctrine	4 units
Philosophical Reflections on Truth and Value		
Choice between three courses; 4 units each		4 units
World History in Christian Perspective		
HIS 010	Perspectives on World History	4 units

II.

Free Electives

Courses offered in a variety of disciplines (typical) 12 units

**Total Combined General Studies and Electives (typical) 72 units**

**Total Musicianship, Musical Performance, General Studies, and Electives 124 units**

**Worship Leadership Track**

Degree Title: Bachelor of Arts in Music – Worship Leadership Track

Number of Years to Complete the Degree: 4

Degree Submitted for: Renewal of Plan Approval

General Musicianship	Musical Performance	Concentration Specific Specialized Courses*	General Studies & Free Electives	Total Number of Credits	Current Semester's Enrollment in Majors	Names of Program Supervisors
30 25%	12 10%	15 12%	67 56%	124 103%**	1	S. Butler M. Shasberger

\*Includes 4 units in Religions Studies in addition to the 12 units in Religious Studies required as part of the GE program.

\*\*120 units used for NASM % formulas.

**Specialization**

RS 151 History of World Christianity 4 units

MU 122 Music in the Worshipping Church 4 units

MU 190 Worship Leadership Practicum (1 unit each) 3 units

MU 117 Orchestration & Arranging 4 units

Total Specialization 15 units

**Performance Proficiency Standards**

All majors in this concentration must pass performance proficiency exams on piano, guitar and organ. The performance proficiency standards are found in the Music Student Handbook that is available on the Music Department Website. There are no courses required to pass these examad7TStuded7ESare no co

MU 115	Advanced Conducting (2 units)	
MU 118	Form and Analysis (2 units)	
MU 123	Survey of World Music (4 units)	
MU 165	Brass Instrument Techniques (1 unit)	
MU 166	Woodwind Instrument Techniques (1 unit)	
MU 167	String Instrument Techniques (1 unit)	
MU 168	Percussion Instrument Techniques (1 unit)	
MU 175	Vocal Techniques (2 units)	
Total Musicianship		30 units

### **Musical Performance**

MUA 070/170, 080/180, etc. Private Instruction (1/2 units each)		6 units
A minimum of 6 semesters in one area is required.		
MUA 071/171, 083/183, etc. Ensembles (1 unit each)		6 units
Total Musical Performance		12 units

**Total Combined Specialization, Musicianship,  
and Musical Performance** **57 units**

### **General Studies**

#### Fine Arts Requirement for all Music Majors

ART 131 Theory and Criticism in the Arts 4 units

#### General Education Requirements

##### I. Common Contexts

(These include specific and directed elective requirements)

##### Biblical and Theological Canons

RS 001 Old Testament 4 units

RS 010 New Testament 4 units

RS 020 Christian Doctrine 4 units

##### Philosophical Reflections on Truth and Value

Choice between three courses; 4 units each 4 units

##### World History in Christian Perspective

HIS 010 Perspectives on World History 4 units

##### II. Common Inquiries

(Some requirements are or may be fulfilled by Musicianship courses above)

(Some courses may fulfill more than one requirement)

##### Literature

Choice between several courses; 4 units each 4 units

##### Physical Sciences (Chemistry, Physics, Astronomy, etc.)

Choice between several courses; 4 units each 4 units

##### Life Sciences (Biology, Psychology, etc.)

Choice between several courses; 4 units each 4 units

##### Abstract Reasoning (Mathematics, Statistics, Computer Science, etc.)

Choice between several courses; 4 units each 4 units

##### Performing and Interpreting the Arts (Visual Arts, Theater)

Choice between several courses; 4 units each

Fulfilled in major by MU 120 (required), above	(4 units)
Thinking Globally (Global studies in culture, economics, politics, etc.)	
Choice between several courses; 4 units each	
Fulfilled in the major by RS 151 (required), above	(4 units)
Thinking Historically (Western European and non-Western History)	
Choice between several courses; 4 units each	
Fulfilled in the major by MU 121 (required), above	(4 units)
Understanding Society (Sociology, Anthropology, Political Science)	
Choice between several courses; 4 units each	4 units
<b>III. Common Skills</b>	
Writing-Intensive or Speech-Intensive courses	
Writing for the Liberal Arts	
Choice of ENG Composition or Writing-Intensive	4 units
Writing/Speech Intensive within the major	
Fulfilled via MU 121, above	
Writing/Speech Intensive outside the major	
Fulfilled via GE course, above	
Quantitative and Analytical Reasoning	
Choice of applicable courses, fulfilled via GE course, above	
Modern/Foreign Language	
Choice between several courses; 4 units each	4 units
Physical Education	
Choice between several courses; 1 unit each	4 units
<b>IV. Competent and Compassionate Action</b>	
One of three options	
Productions, Research, Integrating Discipline	variable units
One of two options	
Serving Society, Communicating Cross-Culturally	variable units
<u>Free Electives</u>	
Courses offered in a variety of disciplines (typical)	11 units
<b>Total Combined General Studies and Electives (typical)</b>	<b>67 units</b>
<b>Total Musicianship, Musical Performance, General Studies, and Electives</b>	<b>124 units</b>

**Degree Title: Bachelor of Music Education**

Number of Years to Complete the Degree: 4

Number of Years to Complete the Degree and Credential Program: 5

Degree Submitted for: Renewal of Plan Approval

Qualifies for a CA K-12 Single Subject Teacher Credential in Music in conjunction with the passage of appropriate state licensing tests, and credential qualifying courses offered in the fifth year post baccalaureate program.

Details regarding the policies and procedures for student teacher placement and other field experiences are found in the MDP section 2\_A as item A5 (entitled “Field Experiences in Music Education”)

Students who complete this degree are eligible to enter the post baccalaureate credential program articulated below.

This degree also requires the completion of a qualifying junior level solo recital on the principal performance instrument or voice, the passage of the piano proficiency exam and sight reading exam demonstrating fluency and general musicianship appropriate for music educators for all instrumentalists.

Musicianship  
&  
Performa(r)4 (i

MU 184	Music For Children	4 units
MU 185	Music in the Secondary Schools	4 units
ED 101	Introduction to teaching	4 units
ED 161	Computers in the Classroom	2 units
ENG 106	Language Acquisition	4 units

**Professional Education**

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**General Studies**

General Education Requirements

I. Common Contexts

RS 001	Old Testament	4 units
RS 010	New Testament	4 units
RS 020	Christian Doctrine	4 units

Philosophical Reflections

Choice between three courses; 4 units each 4 units

HIS 010	Perspectives on World History	4 units
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II.



IV. Competent and Compassionate Action

One of three options

Productions, Research, Integrating Discipline  
(fulfilled with the major by upper division ensemble)

One of two options

Serving Society\*, Communicating Cross-Culturally 0 units

**Total General Studies (typical)**

extensive ensemble participation, serious study of a performance medium and demonstration of performance competence, both in ensemble and solo settings. Additionally, all music students (both majors and minors) are required to attend a weekly colloquium, which centers on student performance. Music majors are required to gain approval for continuance in the major beyond their 4th semester by passing the Upper-Division Exam, through which are assessed their achievement in the applied area and progress toward the degree.

**Worship Leadership:**

The Worship Leadership track was granted plan approval June of 2012. The complete application for plan approval that details the compliance of this program with NASM standards in detail is included in the MDP section 2\_A as item A1. The specific response to the initial deferral of this plan approval application is included in the MDP section 2-A as item A3.

**Music Education:**

The music unit received plan approval for the Bachelor of Music Education degree in November of 2013. The complete application for plan approval that details the compliance with NASM standards in detail is included in the MDP section 2\_A as item A2. The specific response to the initial deferral of this plan approval application is included in the MDP section 2-A as item A4.

**Residence**

Westmont defines itself as a residential community. All students are required to live on campus for at least their first two years (with rare exceptions made for students who live locally and commute). Additionally, at least ½ of the upper division units in the major must be completed at Westmont (including Westmont staffed off-campus programs).

Thus, the above programs are in accord with NASM standards for the development of musicianship and professional competencies. Coupled with the strong residency requirements of the college, they are in harmony with the broad liberal studies requirements of the institution, both for general studies and for significant work in the major field of study that together assure the integrity of the degree.

**Section III  
Evaluation, Planning and Projections**

**A. Music Unit**

**Analysis:**

Western Association of Schools and Colleges (WASC) evaluation process, and an extensive futures planning document covering the years 2012-2017 (Strategic Planning Document) that has been reviewed at all administrative levels of the College (See MDP Section 3\_A-1).

Each of these endeavors contributes to the music unit's aspiration for excellence as endorsed by the College. In particular, the Strategic Planning Document outlines major program initiatives and their targeted implementation. The original Strategic Planning Document set goals for the years 2007-2012. To date, all significant objectives have been met or exceeded (MDP Section 3\_A-2), with the exception of the completion of an on-campus performance facility.

**Correlation:**

Surveys of music alumni and publically available recordings (samples of which are held in the music office) as well as peer review of various program aspects are part of the department's ongoing assessment efforts. Examples of these can be found in MDP Section 3\_A-3, 4, 5, 6.

**B. Students**

**Evaluation:**

The music unit conducts juried exams of all music majors and minors each semester that are reviewed by all full time faculty, the database of which is maintained in the music office (MDP Section 3\_B-1, 1a). Standardized piano proficiency exams (requirements for which can be found at MBP Section 3\_B-2) and weekly departmental performance recitals (referred to as "colloquium" involving all students enrolled in private lessons with the full faculty in attendance) also contribute to the evaluation of student work on a continuing basis. See MDP Section 3\_B-5 for samples of colloquium programs.

The means by which evaluations of student achievement are documented can be found in class syllabi. These are found at the following address: [http://forms.westmont.edu/forms/syllabi/display\\_syllabus.php](http://forms.westmont.edu/forms/syllabi/display_syllabus.php), then select "year", "semester" and "music".

Students often participate in community-based musical events. These provide a platform for evaluation that is in many cases represents professional peer

annual Prayer Breakfast, which, while not reviewed in the strict sense, demonstrates a respect for the musical excellence of the music unit's ensembles.

entire office staff (including student workers) has greatly aided the function of the music unit.

Programmatic budget funding has, however, lagged behind the growth of the program over the past 10 years. Some basic support areas, in particular piano tuning, accompaniment staffing, and instrument repair need enhanced budgetary support to provide for the secure progress of the program. The shortfall in funding has largely been made up by the aggressive and effective fundraising efforts of the music unit. The development of community support through the Music Council and Music Guild (as well as individuals and granting organizations MDP Section 3\_C-1, 2) has been steadily building.

Critical programs such as the performance activities of the Westmont Orchestra and the bulk of the ensemble touring program are primarily supported through fund raising efforts (for an example, see MDP Section 1\_C-5) such as letter-writing campaigns (MDP Section 1\_C-4) and patron donor programs (MDP 1\_C-2). The healthy maintenance and expansion of this scholarship program will be critical to the well-being of the music unit in future years. The Music Guild, a special cohort of substantial financial donors focused on the need of the music unit (MDP Section 1\_C-2), was engaged in the summer of 2012. The leadership of the Office of Advancement in forming and supporting the Guild has been crucial in this effort. Vice President Cliff Lundberg and Advancement specialist Alex Nizet were principal contributors to the initiation of this program. The establishment of the Music Guild proved to be a major enhancement to the effectiveness



- Adjunct faculty connectivity

in a way that was previously difficult when the unit was separated into different facilities. The music unit has successfully implemented a new degree track in Worship Leadership. The first graduate on this degree will likely be in May 2014. The recent Plan Approval for the new Bachelor of Music Education Degree will be included in the college catalogue in the Fall 2014, and will lead to the single subject teaching credential in music program through the California State Education Department. The music unit has received funding from multiple foundations and students have the opportunity to work as mentors in the iCan program (MDP Section 3\_C-5). The music unit has been named a finalist with iCan for a grant from the League of American Orchestras.

#### **D. Future Issues**

Please refer to the Strategic Planning Document in MDP Section 3\_A-1. As discussed extensively throughout this self-study, the music unit is experiencing tremendous vitality at the present time. The program is thriving, largely due to the careful and effective planning process that has been engaged over the past ten years. Recent efforts to focus the goals of the department have proved highly effective and have borne extremely promising results in the short term. The music unit has met all of its timeline projections for funding, student recruitment, faculty development, facilities enhancement, and instrument procurement.

Challenges continue in the areas of faculty development and facilities as articulated in the long-range planning document found in the MDP Section 3\_A-1. The ability to increase the effectiveness of the music faculty either by the addition of full time positions or by enhancing the engagement of the adjunct faculty will be critical to the health of the program. The realization of the long held dream of an adequate large ensemble rehearsal facility and appropriate performance hall on campus will be important in defining the potential of the program in the long-term.