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University Council

August 17, 2018

UNIVERSITY CURRICULUM COMMITTEE – 2018-2019

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Dear Colleagues:

The attached proposal from the Franklin College of Arts and Sciences for a new Graduate Certificate in Music Performance will be an agenda item for the August 24, 2018, Full University Curriculum Committee meeting.

Sincerely,

John Maerz, Chair University Curriculum Committee

cc: Interim Provost Libby Morris Dr. Rahul Shrivastav

OUTLINE FOR AN INTERDISCIPLINARY CERTIFICATE PROGRAM

I. Basic Information

1. Institution: University of Georgia

Date: February 20, 2018

- 2. School/College: Franklin College of Arts and Sciences
- 3. Department/Division: Hugh Hodgson School of Music
- 4. Certificate Title (as it will appear in the Bulletin): Music Performance
- 5. Level (undergraduate or graduate): Graduate
- 6. Proposed starting date for program: Spring 2019
- 7. Abstract of the program for the University Council's agenda

There are many career paths for musicians. For individuals who seek to perform at the highest level (such as in a professional orchestra or singing on the opera stage), a typical path includes a performer certificate or diploma. These programs focus on the skills and experiences that matter most in performance—practice time, private lessons with a master teacher, and experiences in high-level music ensembles.

There is broad national interest and enrollment in graduate-level performance-certificate programs, with 82 US host universities and 1,036 students enrolled in 2017. Home institutions include the University of Michigan, Yale School of Music, Pennsylvania State University, Temple University, University of North Texas, and University of Southern California.

The UGA Hugh Hodgson School of Music proposes a Graduate Certificate in Music Performance to be supported by a two-year, 21-credit hour curriculum, beginning spring 2019. The program includes 4 semesters of private studio instruction, performance in ensembles and chamber music, public recitals, and limited electives in individual instrument areas. Each day, students will typically spend 5-8 hours in individual practice, as well as performing in collaboration. Progress is measured through twice-yearly juries, recitals, and studio lessons. This program structure is typical nationally and conforms with accreditation standards of the National Association of Schools of Music. Individual studio teachers serve as career counselors and mentors to each student enrolling in the program.

School of Music entrance criteria will include an undergraduate music degree and performance audition, using existing entrance levels for master's and doctoral programs in performance. We expect limited enrollment, with 4 to 8 students in each year's class. Students enter UGA as non-degree seeking students through the UGA Graduate School. They may enroll without the TOEFL, if they participate in the Intensive English Program (IEP) at UGA, or pass the TOEFL at the minimum score used by the Office of International Education for the J-1 "Visiting Scholars" program.

All required coursework exists and also supports UGA music-degree tracks. The music faculty is highly qualified, with advanced degrees, achievement, and experiences with major orchestras, recitals, and giving master classes worldwide. No new instructors are required, and instruction can be handled under existing loads. All physical resources currently exist, including practice rooms, performance halls, instruments (such as pianos), and performance libraries. While we anticipate future development activities to raise funds for student financial aid, current fiscal resources for degree-seeking students (scholarships, fellowships, assistantships) will not be diverted to the certificate program.

8. Submit letters of support from the various academic unit heads involved in developing the program initiative or whose support is vital to its success.

II. Response to the Criteria for All Programs

- 1. The purpose and educational objectives of the program.
 - A. State the purpose and educational objectives of the program and explain how the program complements the role, scope, and long-range development plan of the institution.

The opening of the Hugh Hodgson School of Music mission statement—in accord with the University of Georgia's threefold commitment to teaching, research, and service—is to seek excellence, applying national and international standards, in:

Offering instructional programs at the undergraduate and graduate levels to prepare students for a wide variety of professional careers in music performance, scholarship, composition, and music education/therapy; providing a major in music in the context of the liberal arts degree; and offering educational experiences and opportunities to take part in musical performance to all members of the University community.

This principle, to seek excellence in educational opportunities for musicians, is categorically diverse, ranging from performance to scholarship, composition to education. Indeed, imbedded within our structure of a "comprehensive school of music" is the belief that high artistic achievement in many fields is central to our vision. Among these roles is that of the performing musician.

There are many paths to a performance career. For those who desire a university position, the Doctor of Musical Arts is a typical choice. The DMA includes broad studies in music outside of performance, such as music theory, history, research, and pedagogy. For those who seek a strictly performing career (such as in a professional orchestra or singing on the opera stage), however, there are other options. Frequently found at universities and conservatories across the country are certificates or diplomas dedicated solely to performance alone. These programs typically provide musicians with the opportunity to hone the skills and experiences that will matter most for their careers—this requires practice time, private lessons with a master teacher, and experience in high-level performing ensembles. That is the intent of the Graduate Certificate

in Music Performance we propose, mirroring other existing programs at universities across the country.

The need for the program. A. Explain why this program is necessary.

The performer certificate in music is a widely recognized and nationally-accepted standard for the preparation of a professional performer. There is clear and general interest in such programs throughout the world, and in the US they are found in a large number of universities, colleges, and conservatories. These programs attract students who already hold a bachelor's or master's degree, or the equivalent, and who now desire a focused period of intense performance study alone.

The chart on the following page contains data for the 2017-18 academic year compiled by the National Association of Schools of Music HEADS data reporting services. In the fall semester of 2017 there were 82 institutions nationally that supported "Graduate Level Non-Degree Granting Programs (Certificate, Diploma, etc.)," with over 1,000 students enrolled and about 485 graduates. The majority of these programs were in performance, though the data is not broken down to that level of detail in this report.

Music Chart 2-11

MUSIC MAJOR ENROLLMENT BY SIZE AND TYPE OF INSTITUTION

All Institutions

	Number of Institutions with Majors	Music Major Enrollment Summer, 2017	Music Major Enrollment Fall, 2017	Degrees / Certificates / Diplomas July 1, 2016 - June 30, 2017
Associate of Fine Arts or Equivalent (65% Music content)	28	505	1313	286
Associate of Music Education, Music Business, and Music Combined with Outside Field (50% Music)	13	184	1048	183
Associate of Liberal Arts Degree Programs in Music (30-45% Music)	16	93	548	57
Bachelor of Music Degree or Other Professional Degree Program (65% Music)	426	3053	25,353	4,862
Baccalaureate Degree Programs in Music Education, Music Therapy, and Music Combined with Outside Field (50% Music)	523	5,148	38,683	5,843
Baccalaureate Liberal Arts Degree Programs in Music (30-45% Music)	501	1,962	16,898	3,247
Specific Master's Degree	251	3,380	10,939	4,660
General Master's Degree	73	654	1,043	449
Doctoral Degree	68	1,093	5,707	1,043
Undergraduate Non-Degree Programs (Certificate, Diploma)	39	304	769	415
Graduate Level Non-Degree Programs (Certificate, Diploma)	82	193	1,036	485
Grand Total	620	16,569	103,004	21,530

- B. In addition, provide the following information:
 - 1. Semester/Year of Program Initiation

Spring 2019

2. Semester/Year Full Implementation of Program

Spring 2019

3. Semester/Year First Certificates will be awarded

Fall 2020

4. Annual Number of Graduates expected (once the program is established)

4-8

5. Projected Future Trends for number of students enrolled in the program

We project an annual enrollment of 8-16 in this program at a time.

3. There must be substantial evidence that student demand for the program will be sufficient to sustain reasonable enrollments in the program.

The nature of a performer's certificate program is highly individualized. These students spend 5-8 hours practicing each day, taking weekly private lessons, and performing in large and small ensembles. Private lessons and ensembles, in their broad outlines, are already offered in the Hodgson School of Music for all majors. No new resources or instructors who need to be hired. The difference that sets this program apart from our other degree programs is one of intense and exclusive performance study. We are convinced there is interest in the program and expect that we may have to limit enrollment, as our capacity to offer traditional degree programs must take priority. Whether there were 4 or 16 students, however, would have little impact on each student's educational experience.

A. Provide documentation of the student interest in the program, and define what a reasonable level of enrollment is for a program of this type. Provide evidence that student demand will be sufficient to sustain reasonable enrollments.

Evidence of demand and interest in performer certificate programs nationwide is provided in the HEADS report cited above, with data provided by the National Association of Schools of Music. In its most recent statistics (AY 2017-18), 82 institutions had performer certificate programs at the graduate level, with an average enrollment of 13 and graduation rate of 6 students per year. Compared with AY 2013-14 (the first year statistics on certificate programs were collected), this is an increase of 12 institutions and a 17% increase in student

enrollment (887 students to 1,036 students). Performer certificate programs exist in music programs of universities across the United States. Among these institutions are:

- Boston Conservatory
- Boston University
- Columbus State University
- DePaul University
- Florida Atlantic University
- New England Conservatory
- Oakland University
- Pennsylvania State University
- Temple University
- University of Denver
- University of Houston
- University of Michigan
- University of South Carolina
- University of Southern California
- University of Texas at Arlington
- University of Wyoming
- Utah State University
- Yale University
- B. In addition, provide the following information:

To what extent will minority student enrollment be greater than, less than, or equivalent to the proportion of minority students in the total student body?

We expect that minority student enrollments will be identical with that proportion found in the total student enrollment in the Hodgson School of Music. Enrollment will be based on talent and preparation.

4. The design and curriculum of the program must be consistent with appropriate disciplinary standards and accepted practice.

Provide the following information:

A. Present a detailed curriculum outline of the program listing specific course requirements (to include programs of study, course prefix, number, and title).

Completion of the Graduate Certificate in Music Performance will require 21 credits total.

Core Requirements for all Instruments and Voice

• MU	SI 7810 OR MUSI 8810, Applied Music Instruction	12 hours (4 semesters)
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• MUSI 7910 Masters Recital <u>OR</u> 8910, Doctoral Recital 2 hours (2 recitals)

Other Requirements by Area of Specialization

Woodwinds, Brass, Strings, Percussion

•	Large Ensemble (Various Numbers)							
	(Orchestra, Band)							
•	MUSI 6790, Chamber Music Ensemble	2 hours						
٠	Elective*	1 hour						
	(*From among graduate offerings in performance or other	r studies)						

Voice

From the following courses

٠	MUSI 6855, Opera Theater	3-6 hours
٠	MUSI 6760, UGA Hodgson Singers	1 hour
٠	Electives*	3 hours
	(*From among graduate offerings in performance or other	• studies)

Keyboard

• MUSI 6525, Piano Accompanying (NEW) 2 hours

This course currently exists as MUSI 3520; 6525 is a new, more advanced version of this curriculum

•	MUSI 6790, Chamber Music Ensemble	2 hours
٠	Electives*	3 hours
	(*From among graduate offerings in performance or other	•studies)

B. Identify which aspects of the proposed curriculum already exist and which constitute new courses.

The only new course that needs to be developed is a graduate version of an existing course, MUSI 6525, Piano Accompanying (under the keyboard option), which currently exists as an undergraduate option.

Identify model programs, accepted disciplinary standards, and accepted curricular practices against which the proposed program could be judged. Evaluate the extent to which the proposed curriculum is consistent with these external points of reference and provide a rationale for significant inconsistencies and difference that may exist.

Curricula for performance certificate programs vary widely across the country. Credit hours required range from a low of 16 (University of Arkansas) to 32 (University of North Texas). Most of the high credit-hour programs, such as Michigan, require a significant number of elective hours, which the UGA program does not embrace. For example:

School	Title	Total	Lessons	Recitals	Large	Chamber	Other	
	Music Performance							
University of Georgia	Certificate	21	4	2	4	2	Elective	
	Specialist in Music							
University of Michigan	Performance	30	4	1	2	4	Electives	
	Graduate Artist							
North Texas University	Certificate	32	4	4	2-4	2-4	Electives	
	Professional							
	Certificate						Orchestral	
	Woodwind						Repertoire and	
University of Calorado	Performance	24	4	1	4	2	Entrepreneurship	
	Graduate							
	Certificate in							
	Instumental							
University of Arkansas	Performance	16	3	1			6 hours electives	
	Performer				Ensemble,	Chamber,		
University of Wyoming	Certificate	30	4	2	or Accon	10 hours electives		
	Artist Diploma							
Columbus State University	Certificate	24	4	0	4 4			
	Music Performace				4- Winds/string: ensemble, voice: opera,			
University of Houston	Certificate	28	4	4	Keyboard: collaborative piano			

The UGA program will closely parallel these national models in its curricular structure. The basic approach of all such programs has its roots in focused private lessons, generally spread over 4 semesters. Other courses commonly found are recitals, large ensembles (or opera for voice students, or collaborative piano—accompanying—for pianists, and chamber music). There are no significant differences in the UGA proposed curriculum.

The performance standards for this program will be based on existing assessment approaches already used in graduate master's and doctoral programs in music performance. Students will be expected to perform individually and in small and large ensembles at a high level, will be evaluated in performance juries at the close of each semester, and will offer at least one public recital each year.

C. If program accreditation is available, provide an analysis of the ability of the program to satisfy the curricular standards of such specialized accreditation.

The University of Georgia Hugh Hodgson School Of Music is accredited by the National Association of Schools of Music (NASM). The current Handbook 2016-17 describes the professional standards and expectations of non-degree programs, including:

- Section XVII. Non-Degree-Granting Programs in Music
- Section XVIII. Admission to Professional Postsecondary Non-Degree-Granting Programs in Music
- Section XIX. Specific Professional Postsecondary Non-Degree-Granting Programs

These NASM standards are given as Appendix 1 to this report. The significant elements found in those standards, and our ability to meet those standards, are stated in this proposal, with particular note to the following:

XVII.C. (NASM Handbook, p. 137)

The awarding of a certificate, diploma, or equivalent implies the successful completion of a prescribed course of study oriented to the achievement of specific results.

We meet this standard through the defined curriculum and stated program outcomes.

XVII.F. (NASM Handbook, p. 138)

F. Resources

1. Resources must be sufficient to support the purposes, goals, objectives, and content of non-degree- granting programs and must meet NASM operational requirements in this regard (see Section II.).

This proposal refers to those general areas of program support that are inherit in our existing degree programs, including size and scope, finances, governance and administration, faculty and staff, facilities, equipment, technology, health and safety, library and learning resources, recruitment, admission-retention, record keeping, advisement, published materials and web sites, and community involvement. These resources, required for the certificate program, have previously been evaluated in the context of accreditation for our existing degree programs and have been found to be outstanding.

2. Curricular components of non-degree-granting programs must meet NASM requirements in Section III. (including, but not limited to Credit and Time Requirements; Time on Task, Curricular Proportions, and Competencies; Forms of Instruction, Requirements, and Electives; Individual Program Continuity; Residence).

These NASM requirements and standards are those same standards which NASM applies to our degree-granting programs and which have already been accredited. The same areas apply to the certificate program.

XVIII (NASM Handbook, p. 138)

A. Admission Criteria. Institutions are responsible for establishing specific admission policies or requirements for their non-degreegranting programs in music. Admission standards must be sufficiently high to predict the prospect of success in the program for which the student is enrolling. Diversities of previous education, background, and interests of applicants should be considered in assessments of potential as appropriate to the specific purposes of individual programs.

Admission to the Graduate Certificate in Music Performance program will be based on prior achievement of at least the level of an undergraduate degree in music and on a stringent performance audition. Diversity of backgrounds will be considered, particularly in the case of foreign students, who will often be graduates of music conservatories.

B. High School Diploma

Not applicable. We are requiring at least one music degree beyond high school.

C. Music Aptitudes and Achievements

1. Auditions and Evaluations. Member institutions must require auditions or other evaluations as part of the admission decision to any professional certificate or diploma requiring more than 30 semester hours or the equivalent, or to any program for which students are eligible for governmentally funded or guaranteed loans or grants.

An audition will be required of all applicants to this program.

2. Professional Certificates or Diplomas. Admission procedures for professional certificates or diplomas in music should develop evidence that the candidate possesses the requisite talent, the potential to develop highlevel competencies as a practitioner, artistic sensibilities, and a strong sense of commitment.

Admissions criteria for the UGA Performer Certificate will be controlled by the UGA Graduate School, as students will enter UGA as non-degree seeking students, and by the HHSOM. Admission to the Graduate School will require proof of completion of a bachelor's degree in Music, or the Conservatory equivalent, and other Graduate School requirements. Applicants must hold an undergraduate degree from a regionally-accredited institution or the international equivalent. Students may enroll in the Performer Certificate without passing the TOEFL if they enroll in the Intensive English Program (IEP) at UGA when they arrive. If they choose to take the TOEFL, they can test out of the IEP requirement if they pass the TOEFL exam at the minimum score used by the Office of International Education for the J-1 "Visiting Scholars" program (60 overall score, 17 speaking score minimum). Admission to the Certificate Program through the HHSOM will be by audition, conducted by at least three members of the relevant music faculty.

Entering performance levels must meet standards that show significant promise of success as a professional performing musician.

D. Admission to Advanced Standing. Students who are able to pass examinations in music demonstrating competence beyond that required for entrance may be exempted from one or more courses in the subject or subjects covered by the examinations, provided that such demonstration of competence is confirmed by further successful study in residence in the same field.

Not applicable. This certificate program is based on performance progress on an individualized basis. No coursework will or can be exempted

XIX. Specific Professional Postsecondary non-degree-granting programs (NASM Handbook, p. 139)

A. Specific coherent sets of purposes shall be developed and published that include, but are not limited to:

1. Title or basic information regarding subject matter, techniques, or issues to be addressed;

2. The level and length of the program; and

3. Specific content, methods, and perspectives used to consider subject matter, techniques, or issues, including expectations regarding:

a. Specific artistic, intellectual, or disciplinary engagement; and

b. Breadth and depth in component disciplines and specializations.

These standards are addressed earlier in this document.

B. Applicable prerequisites for courses or curricula shall be clearly stated, especially with regard to levels of competence in specific disciplines central to the artistic or educational purposes and content.

C. There must be clear descriptions of what students are expected to know and be able to do upon completion consistent with Section XIX.A., and effective mechanisms for assessing student competencies against these expectations. For programs with specific emphases or concentrations such as performance, musicianship skills, theory, history, etc., students shall be expected to develop the same competencies in the area(s) of specific emphasis or concentration as those required for degree programs at the level of the program.

These expectations must include, but are not limited to:

1. Achieving a measurable degree of advancement in and fulfillment of specified and stated program purposes including mastery in the content and in at least one of the sets of traditional or innovative techniques appropriate to their craft or field of study;

2. Developing an effective work process and a coherent set of ideas and goals which are embodied in their work; and

3. Developing a significant body of knowledge and skills sufficient for evaluation and a level of artistry and/or technical proficiency and/or scholarly competence observable in work acceptable for public exhibition or publication.

D. Evaluation mechanisms shall be consistent with the goals defined for specific courses, projects, programs, or curricula, and to the specific approach(es) involved.

The same methods and standards for assessment and evaluation of student accomplishment found in our degree-awarding programs will be applied to the Graduate Certificate in Music Performance. These include a performance jury before a body of faculty each semester, evaluation of required recitals, and graded evaluations of lesson progress. These objective measures will give clear understanding of appropriate progress and provide the means to understand mastery of content and technique, effective work process, and depth of knowledge and skills.

E. Guidance, counseling, and mentoring shall be adequate to support the achievement of purposes.

Individual studio teachers will serve as counselors and mentors to each student enrolling in the program. This will consist of weekly, one-on-one discussions and evaluations of the student's goals, progress, and achievement

5. Faculty resources must be adequate to support an effective program.

A. Define the size, experience, and specializations of the full-time faculty needed to support an effective program. Identify the extent to which such faculty resources currently exist at the institution, and what additions to the faculty will be needed to fully implement the program. Specify how many full-time faculty will provide direct instructional support to this program.

The HHSOM faculty includes instructors of advanced degrees and achievement who will direct this program. All faculty resources currently exist at UGA to meet the needs of this program. No additions to the faculty or other new resources will be required to fully implement the program. Each student's program is individually attached to a specific studio; there are 18 current instrumental/vocal studios in the HHSOM, supported by 31 full-time, tenured and tenure-track members of the faculty. Faculty time required for this program will not require any additional funding; it can be handled within existing job duties.

As noted earlier, enrollment in this program will be small, with only 4-8 students admitted at a time, and thus 8-16 enrolled in both years. There are 28 individual performance studios (flute, oboe, 3 voice studios, 4 piano studios, 2 trumpet studios, trombone, etc.), and we do not expect more than 1-2 students enrolled in any individual studio. This will have no impact on degree-seeking students and our

capacity to serve those programs—any student accepted into the performance certificate program will be enrolled *above* the normal studio load expectation of 16 students, which serves as a foundation of our degree programs.

- B. In addition, for each faculty member directly involved in this program, list:
 - 1) Name, rank, degrees, academic specialty, educational background
 - 2) Special qualifications related to this program
 - 3) Relevant professional and scholarly activity for past five years
 - 4) Projected responsibility in this program and required adjustments in current assignments

See Appendix 2 for items 1-3 above. The private, studio instruction can be absorbed into existing faculty loads without new funding or resources. The required faculty teaching load for degree-seeking students is not being reduced by adding this certificate program. Where studio teaching loads are already full, certificate-seeking students can only be accepted voluntarily by faculty members above load. For other courses (including ensembles, chamber music, academic coursework), these students will be enrolling in existing curricula, populated by degree-seeking students, and thus requiring no adjustments to any current faculty assignment.

C. Where it is deemed necessary to add faculty in order to fully develop the program give the desired qualifications of the persons to be added.

No additions to the faculty are necessary.

- 6. Library, computer, and other instructional resources must be sufficient to adequately support the program.
 - A. Describe the available library resources for this program and the degree to which they are adequate to support an effective program. Identify the ways and the extent to which library resources need to be improved to adequately support this program.

Library research and resources are not an essential part of this certificate program. Nevertheless, we currently have a music library and collection that supports graduate, doctoral-level research and is more than adequate to meet the needs of this program.

B. Likewise, document the extent to which there is sufficient computer equipment, instructional equipment, laboratory equipment, research support resources, etc. available to adequately support this program. Specify improvements needed in these support areas.

Computer equipment, instructional equipment, laboratory equipment, and other research support sources are not germane to the focus of this music performance program. The students will fundamentally require their instrument (which they own), practice rooms (available in adequate supply in the HHSOM), and the instruction through their curriculum.

7. Physical facilities necessary to fully implement the program must be available.

Describe the building, classroom, laboratory, and office space that will be available for this program and evaluate their adequacy to fully support an effective program. Plans for allocating, remodeling, or acquiring additional space to support the program's full implementation of the program should also be identified.

Opened in fall 1995, the Performing and Visual Arts Complex is a community of four buildings on the growing East Campus of the University. It includes the Hugh Hodgson School of Music, the Performing Arts Center, the Georgia Museum of Art, and the Lamar Dodd School of Art. The Hugh Hodgson School of Music is housed in the five-story Music Building and the adjacent Performing Arts Center. Students perform regularly in five separate halls.

- The 1,100-seat Hodgson Concert Hall is an acoustical gem that hosts concerts by many of the world's most prominent artists as well as the Hugh Hodgson School of Music's major ensembles.
- Edge Recital Hall and Ramsey Concert Hall provide ideal settings for chamber ensembles and solo recitals.
- Opera performances are staged annually in the beautifully restored proscenium theatre in the Fine Arts Building on the historic North Campus.
- Dancz Hall is an innovative black-box, multimedia, new-music performance space.

The Music Building includes soundproof practice rooms, chamber and large-ensemble rehearsal areas, a generous percussion suite, three electronic music studios, computer labs, music library, technology classrooms, and two state-of-the-art digital piano labs with individual digital/MIDI workstations. Hodgson School ensembles rehearse in the Betsy Tant Leebern Band Rehearsal Hall, Presser Choral Suite, and the Katherine John Murphy Foundation Orchestra Hall.

The comprehensive and expansive nature of these facilities is more than adequate to meet the needs of this Music Performance Certificate program. No additional space or remodeling is envisioned or required for this program to succeed.

- 8. The expense to the institution (including personnel. operating. equipment. facilities. library. etc.) required to fully implement the program must be identified.
 - A. Detailed funding to initiate the program and subsequent annual additions required to fully implement the program are needed below. Estimates should be based upon funding needed to develop an effective and successful program and not upon the minimal investment required to mount and sustain a potentially marginal program.
 - (1) Personnel
 - (2) Operating Costs
 - (3) Capital Outlays

(4) Library Acquisitions

(5) Total

First year Second year Third year

No new funding beyond existing budgets will be required to run this certificate program in any year.

B. Indicate the extent of student support (fellowships, assistantships, scholarships, etc.) available for this program, and evaluate the adequacy of this support. Assistantships funded from institutional (as opposed to sponsored) funds should be included in this funding analysis as well.

No fellowships, assistantships, scholarships, etc., are envisioned in support of this program at its inception. Participants will be entirely self-funding. While we anticipate future development activities to raise funds for student financial aid, current fiscal resources for degree-seeking students (scholarships, fellowships, assistantships) will not be diverted to the certificate program.

- 9. Commitments of financial support needed to initiate and fully develop the program must be secured.
 - A. Identify the sources of additional funds needed to support the program and the probability of their availability.
 - B. It is particularly important to include in this response the long-range plans for additional or expanded facilities necessary to support an effective program. Evaluate the timing and likelihood of such capital funding.

No additional funding or new facilities are required. No capital funding is needed.

10. Provisions must be made for appropriate administration of the program within the institution and for the admission to and retention of students in the program in keeping with accepted practice.

Describe and evaluate the structure for the administration of the program. Explain the degree to which that structure is in keeping with good practice and accepted standards.

Similarly, explain how and by what criteria students will be admitted to and retained in the program, and how these procedures are consistent with accepted standards for effective and successful programs.

A comprehensive school of music, such as the Hugh Hodgson School, is a diverse and specialized collection of scholars, performers, technicians, administrators, and staff that seeks to promote the missions of the school, college, and university. With organizations as distinct as opera, the Redcoat Marching Band, international scholars, sound recording engineers, performing virtuosos, piano technicians, an electronic "new music" center,

and clinical music therapy programs, the organization of the school addresses each diverse need in a comprehensive manner.

Two associate directors, a performance coordinator, and an undergraduate coordinator provide assistance to the director in the administration of the school. A basic division separates the academic programs of the school (undergraduate and graduate) and pragmatic operations (performance and facilities). Serving within those areas are faculty committees and officers who help govern daily operations.

The faculty of the HHSOM is rigorously involved in the governance of the school. Meetings of the faculty as a whole occur monthly and are forums to discuss current business of the school, futures planning, curricula, budgetary concerns, promotion and tenure, and other matters that pertain to the school as a whole. A key organization is the Area Chair Council, which meets bi-weekly. Other faculty committees oversee curricula (Graduate and Undergraduate Committees), technology, external affairs, and travel. At the core of our academic programs are "Areas," which divide the faculty into groups corresponding to our primary disciplines, including woodwinds, brass, keyboard, strings, voice, percussion, conductors, musicology/ ethnomusicology, composition/theory, and education/therapy. These areas meet at least monthly, directed by a chair elected from the area members, to resolve concerns, plan, recommend loads, and discuss assessment.

As a post-baccalaureate, non-degree-granting program, the Graduate Certificate in Music Performance will exist in parallel to other advanced degree-granting performance programs of the HHSOM. This group of programs falls under the direction of individual performance studios, performance areas (such as woodwinds or brass), and ultimately are overseen by the associate directors (one for Graduate Studies and Research, the other for Undergraduate Studies). Relevant faculty committees that will direct program structure and other decisions include the HHSOM Graduate Committee and Performance Committee. This structure is in keeping with best practices and professional, accepted standards.

This certificate is an independent program open only to non-degree seeking students who are not otherwise enrolled in UGA degree programs, such as the DMA or the Master of Music in Performance.

Students may enroll in this Music Performance Certificate without passing the TOEFL if they enroll in the Intensive English Program (IEP) at UGA when they arrive. If they choose to take the TOEFL, they can test out of the IEP requirement if they pass the TOEFL exam at the minimum score used by the UGA Office of International Education for the J-1 "Visiting Scholars" program. That level is lower (60 overall score, 17 speaking score minimum—see <u>http://international.uga.edu/files/J-</u> <u>1.English.Proficiency.UGA.pdf</u> than the UGA Graduate School requirements for those seeking graduate degrees (80 and 20). Performance certificate programs nationally draw both US citizens as well as talented foreign students, many of whom have studied in music conservatories abroad. It is typical that foreign students will enroll in a US performance certificate program with some English, but not high enough to pass the graduate-student level TOEFL.

As noted above, students will be admitted to the program through proof of having completed the equivalent of a US baccalaureate degree in music and a rigorous performance audition. US applicants must hold an undergraduate degree from a regionally-accredited institution. The individual, specific degrees these students will hold upon arrival will vary, depending on the university and music conservatories that provide their training; many foreign students will have conservatory degrees (instead of university degrees) beyond the high-school level (such as from the Conservatorie de Paris, the Conservatorio di Musica "Giuseppe Verdi" di Milano, the Central Conservatory of Music in Beijing, the Moscow Conservatory, the Royal Academy of Music in London, or the Hochschule für Musik Hans Eisler in Berlin).

The nature of assessment in this program is intense, with weekly lessons and juries every semester by appropriate faculty in the student's area of performance. Consistent advising and mentoring of these students will be reliable and will be an emphasized feature of its success.

APPENDIX 1

National Association of Schools of Music Handbook 2016-2017

National Accreditation Standards for Non-Degree-Granting Programs in Music

especially performance practices, and analytical skills in music theory are highly developed. Competencies also include a comprehensive knowledge of repertory and literature in the area of specialization.

- h. The Doctorate in Sacred Music. The doctoral program in sacred music emphasizes the various applications of music and musical studies to religious settings and/or religious thought. Programs vary in their specific objectives and normally include studies to enhance musical and historical perspective, especially with regard to the development of religion and church music practices.
- i. The Doctorate in Music Theory. The doctoral degree program in music theory emphasizes studies in the organization, language, and grammar of music. Competencies also include a broad knowledge of music history, aesthetics, acoustics, technological means of research, and the ability to darify issues of musical structure.

XVII. NON-DEGREE-GRANTING PROGRAMS IN MUSIC

- A. Basic Program Types. The National Association of Schools of Music recognizes two distinct types of non-degree-granting programs:
 - 1. Community or Precollegiate Education. Non-degree-granting programs of study for children, youth, and adults, often in the institution's local community. These range from private lessons to large institutionalized programs with specialized professional faculty and administration. *Community Music School, Preparatory Program, Community Division, Magnet School,* and *Performing and Visual Arts School,* are among the many titles used to designate such programs.

NASM will process applications for Membership from independent schools in this category, including boarding or day schools offering general education, only if the school is accredited by the Accrediting Commission for Community and Precollegiate Arts Schools (see NASM Bylaws, Article I.).

2. Postsecondary Professional Education and Training. Non-degree-granting programs of study in a particular field or fields of music. These programs are at the collegiate or graduate level.

B. Fundamental Purposes and Principles

- 1. Purposes. Each institution is responsible for developing and defining the specific purposes of its overall non-degree-granting program in music and of each non-degree-granting program it offers.
- 2. Relationships: Purposes, Content, and Requirements
 - a. For each non-degree-granting program, there must be logical and functioning relationships among purposes, structure, and content, and levels of competency or proficiency expected for continuation or completion.
 - b. For each non-degree-granting program, the program or curricular structure and any requirements for admission, continuation, or completion must be consistent with program purposes and content.
 - c. Titles of programs must be consistent with their content.
- C. Certificates and Diploma Programs. The awarding of a certificate, diploma, or equivalent implies the successful completion of a prescribed course of study oriented to the achievement of specific results.
- D. Independent Study. Programs that include or are based upon independent study must meet applicable requirements in Standards III., Music Program Components.

NASM Handbook 2016–17

E. Programs Involving Distance Learning, Disciplines in Combination, or with a Focus on Electronic Media. Programs in these categories must meet applicable requirements in Standards III., Music Program Components.

F. Resources

- 1. Resources must be sufficient to support the purposes, goals, objectives, and content of non-degreegranting programs and must meet NASM operational requirements in this regard (see Standards II.).
- Curricular components of non-degree-granting programs must meet NASM requirements in Standards III. (including, but not limited to Credit and Time Requirements; Time on Task, Curricular Proportions, and Competencies; Forms of Instruction, Requirements, and Electives; Individual Program Continuity; Residence).
- 3. The standards applicable to each non-degree-granting program are comprised of those referenced in Standards XVII.F.1. and 2. above, as well as those outlined for specific programs that follow.

XVIII. ADMISSION TO PROFESSIONAL POSTSECONDARY NON-DEGREE-GRANTING PROGRAMS IN MUSIC

A. Admission Criteria. Institutions are responsible for establishing specific admission policies or requirements for their non-degree-granting programs in music. Admission standards must be sufficiently high to predict the prospect of success in the program for which the student is enrolling. Diversities of previous education, background, and interests of applicants should be considered in assessments of potential as appropriate to the specific purposes of individual programs.

B. High School Diploma

- 1. The admission policy must be clearly stated with respect to students entering from high schools.
- 2. Applicants to postsecondary certificate or diploma programs at non-degree-granting institutions must have a high school diploma or its recognized equivalent. Students who are currently attending high school or who have not received their high school diploma or equivalent may attend classes in certificate or diploma programs, but are considered special students and are not candidates for the certificate or diploma. Special students who subsequently complete high school or who pass the G.E.D. examination, or a nationally recognized equivalent, may apply for advanced standing or similar statuses in the postsecondary certificate or diploma program, according to the policies of the institution.

C. Music Aptitudes and Achievements

- 1. Auditions and Evaluations. Member institutions must require auditions or other evaluations as part of the admission decision to any professional certificate or diploma requiring more than 30 semester hours or the equivalent, or to any program for which students are eligible for governmentally funded or guaranteed loans or grants.
- 2. Professional Certificates or Diplomas. Admission procedures for professional certificates or diplomas in music should develop evidence that the candidate possesses the requisite talent, the potential to develop high-level competencies as a practitioner, artistic sensibilities, and a strong sense of commitment.
- D. Admission to Advanced Standing. Students who are able to pass examinations in music demonstrating competence beyond that required for entrance may be exempted from one or more courses in the subject or subjects covered by the examinations, provided that such demonstration of competence is confirmed by further successful study in residence in the same field.

APPENDIX 2

Hugh Hodgson School of Music Faculty Qualifications

Name	Year Hired	Rank	Tenure Status	Degree	Biographical Information
Adams, Timothy	2010	Prof Percussion	т	MM & BM/Cleveland Institute of Music/Percussion Performance	http://music.uga.edu/people/timothy-k-adams-jr
Ambartsumian, Levon	1995	Prof Violin	т	DMA, MM & BM/Moscow Tchaikovsky Conservatory/Violin Performance	<u>https://musi.franklin.uga.edu/people/levon-</u> ambartsumian
Azimkhodjaeva, Shakhida	1995	Ac Prof Violin	x	MM/Moscow Tchaikovsky Conservatory/Violin with Piano minor; BM/Uzbekistan Special Music College/Violin with Piano minor	https://musi.franklin.uga.edu/people/shakhida- azimkhodjaeva
Bara, Daniel	2010	Prof Choral	т	DMA/Eastman-University of Rochester/Conducting-Choral; MM/University of Michigan/Conducting-Choral & Performance-Organ; BM University of Michigan/Performance-Organ	http://www.music.uga.edu/people/daniel-bara
Bawcum, Brett	2010	Ac Prof Band	х	DMA in Progress/UGA/Music Education with Conducting minor; MM/UGA/Conducting; BMUS/UGA/Music Education	https://musi.franklin.uga.edu/people/brett-bawcum
Broughton, Gregory S.	1991	Assc Prof Voice	т	DMA & MM/University of Michigan/Vocal Performance; BS/University of Tennessee/Music Education	https://musi.franklin.uga.edu/people/gregory-broughton
Burchinal, Frederick	2006	Prof Voice	т	MM/Kansas State/?; BMEd/Kansas State/Music Education	https://musi.franklin.uga.edu/people/frederick-burchinal
Burnett, J. D.	2013	Asst Prof Choral	TT	DMA/University of North Texas/Choral Conducting; MM/Westminster Choir College/Choral Conducting/BM/Oklahoma State University/Vocal Music Education	https://musi.franklin.uga.edu/people/jd-burnett
Bynum, Josh	2010	Assc Prof Trombone	т	DMA/University of Iowa/Performance & Pedagogy in Trombone; MM/Temple University/Performance in Trombone; BM/Jacksonville State University/Music Education	http://www.music.uga.edu/people/joshua-bynum
Cedel, Mark	1994	Prof Orchestra	т	MM/North Carolina School of the Arts/Conducting; BM/Curtis Institute of Music/Viola	https://musi.franklin.uga.edu/people/mark-cedel
Childs, AdrianP.	1994	Assc Prof Composition	т	PhD & MA/University of Chicago/ Music Theory and Compositiion; BS/Massachusetts Institute of Technology/Mathematics & Music	http://www.music.uga.edu/people/adrian-p-childs
Craswell, Brandon	2008	Assc Prof Trumpet	т	DMA/University of Kentucky/Performance-Trumpet/MM & BM/Indiana University/Performance-Trumpet	http://www.music.uga.edu/people/brandon-craswell
D'Angelo, David	2012	Temp. Instructor	x	MM/Youngstown State University/Woodwind Specialist; BM?Youngstown/Music Educatioon, K-12, Clarinet	https://musi.franklin.uga.edu/people/david-dangelo

Denton, Damon	2010	Ac Prof Accompanist	х	MM/The Juilliard School/Performance-Piano; BMUS/Peabody Instititute/Performance-Piano	https://musi.franklin.uga.edu/people/damon-denton
Foreman, George	2011	Assc Prof Musicology	Т	PhD & M. Phil/University of Kansas/Musicology; MA/University of New Mexico/Musicology/B.M.Ed/University of New Mexico/ Music Education	https://musi.franklin.uga.edu/people/george-foreman
Frigo, Connie	2011	Assc Prof Saxophone	т	DMA/University of South Carolina/Saxophon Performance; MM/University of Illinois/Saxophone Performance; BM/Ithaca College/Saxophone Performance; Performance Diploma/Conservatorium van Amsterdaim/Fulbright Scholar/	https://musi.franklin.uga.edu/people/connie-frigo
Gertsch, Emily	2012	Lecturer Theory	х	PhD/Florida State University/Music Theory; MM/Catholic University of America/Piano Pedagogy; BM/Furman University/Piano Performance & Music Theory	http://www.music.uga.edu/people/emily-gertsch
Graber, Naomi	2013	Asst Prof Musicology	х	PhD & MA/University of North Carolina-Chapel Hill/Musicology; AB/Brandeis University/Music, English & Literature	https://musi.franklin.uga.edu/people/naomi-graber
Griffith, Paul	2016	Ac Prof Recording		BM/University of Miami/Music Engineering Technology	
Haas, David	1989	Prof Musicology	т	PhD & MA/University of Michigan/Music History/Musicology; BM/University of Cincinnati/French Horn Performance	https://musi.franklin.uga.edu/people/david-haas
Hartenberger, Jaclyn	2013	Asst Prof Band	TT	DMA & MM/University of Texas-Austin/Conducting-Wind; BM/University of North Texas/Music Education with Minor in Applied Horn Performance	<u>https://musi.franklin.uga.edu/people/jaclyn-</u> <u>hartenberger</u>
Heald, Michael	1999	Assc Prof Violin	т	DMA & MM/Michigan State University/Violin Performance; Undergraduate Diploma/Royal Northern College of Music, UK/Violin	https://musi.franklin.uga.edu/people/michael-heald
Jones-Reus, Angela	2001	Prof Flute	Т	MM/The Juilliard School/Flute Performance; BM/University of North Carolina School of the Arts/Flute Performance	https://musi.franklin.uga.edu/people/angela-jones-reus
Roberts, Adam	2016	LT Asst Prof Composition	Х	PhD Harvard University, Postgrad Diploma Universität für darstellende Kunst and Musik, Vienna, BM Eastman School of Music	http://www.jessejonescomposer.com/about
Jutras, Peter	2006	Assc Prof Piano	Т	PhD/University of North Texas/Music Education; MM/Southern Methodist University/Piano Performance and Pedagogy; BM/Eastman/Music Education	https://musi.franklin.uga.edu/people/peter-jutras
Kennedy, Roy	2002	Assc Prof Therapy	т	PhD/University of Kansas/Music Education; MM/East Carolina University/Music Education; BM/ University of North Carolina-Greensboro/Music Education	https://musi.franklin.uga.edu/people/roy-kennedy

Kidula, Jean	1998	Prof Ethnomusic.	т	PhD/University of California-Los Angeles/Ethnomusicology; MM/East Carolina University/Ethnomusicology; Diploma/Goshen College/Piano Pedagogy; B. Ed/Nairobi University/Music & French	https://musi.franklin.uga.edu/people/jean-kidula
Lane, Peter	2015	Asst Prof, Composition	ΤT	PhD & MA/Brandeis University/Music Composition and Theory; BM/University of Miami/Music Theory and Composition	https://musi.franklin.uga.edu/people/peter-lane
Legette, Roy	1999	Assc Prof Education	т	PhD/Florida State University/Music Education/MA; University of Iowa/Music Education; BS/Fayetteville State University/Music Education; Certifications/Orff- Schulwerk Level I-III	https://musi.franklin.uga.edu/people/roy-legette
Link, Dorothea	2000	Prof Musicology	Т	PhD & MA/University of Toronto/Musicology; BA/McGill University/Philosophy	https://musi.franklin.uga.edu/people/dorothea-link
Martin-Williams, Jean	1990	Prof, horn	т	DMA, MM & BM/Manhattan School of Music/Horn Performance	http://www.music.uga.edu/people/jean-martin-williams
Masciadri, Milton	1989	Prof double bass	т	DMA/State University of New York-Stony Brook/Double Bass; MM/Hartt School- University of Hartford/Double Bass; BM/Conservatory Fallery Balzo, Montevideo, Uruguay/Double Bass	https://musi.franklin.uga.edu/people/milton-masciadri
McClellan, D.Ray	2001	Prof clarinet	т	DMA, MM & BM/The Juilliard School/Clarinet Performance	https://musi.franklin.uga.edu/people/d-ray-mcclellan
Messich, Reid	2010	Asst Prof oboe	TT	DMA & MM/Florida State University/Performance-Oboe; BM/Curtis Institute of Music/Performance-Oboe	https://musi.franklin.uga.edu/people/reid-messich
Monson, Dale	2009	Professor/Direc tor musicology	т	PhD/Columbia University/Historical Musicology; MA/Brigham Young University/Music Theory & Orchestra Conducting; BA/Brigham Young/Clarinet Performance with German minor	https://musi.franklin.uga.edu/people/dale-monson
Knight, Elizabeth	2016	Lect Voice	х	DMA Univ North Texas, MM Indiana University, BM Univ Mississippi	
Pollard, Amy	2009	Assc Prof bassoon	Т	DMA & MM/University of Cincinnati/Performance-Bassoon; BM/Louisiana State University/Performance-Bassoon	https://musi.franklin.uga.edu/people/amy-pollard
Rivkin, Evgeny	1995	Prof piano	Т	DM & MM/Moscow Conservatory/Performance-Piano; BM/Nizhny Novgorod Music College/Performance-Piano	https://musi.franklin.uga.edu/people/evgeny-rivkin
Robinson, Michael	2008	Assc Prof band	Т	DMA/University of Miami/Instrumental Conducting; MM & BM/University of Miami/Music Education	https://musi.franklin.uga.edu/people/michael-robinson
Satterwhite, Dwight	1984	Prof band	т	DE, MA & BS/University of Alabama/Musice Education	http://www.music.uga.edu/people/dwight-satterwhite

Scott, Arvin	1996	Lect percussion	x	PhD/The Union Institute/Multicultural Percussion and Music Technology; M.Ed./Cambridge College/Education/Professional Diploma; Berklee College of Music/General Music	http://music.uga.edu/people/arvin-scott
Sheludyakov, Anatoly	2006	Ac Prof accompanist	x	DMA/Gnessin's Music Academy of Moscow/Piano Performance; MM/Moscow Tchaikovsky Conservatory/Composition; MM & BM/Gnessin's/Piano Performance	https://musi.franklin.uga.edu/people/anatoly- sheludyakov
Simpson-Litke, Rebecca	2012	Asst Prof theory	TT	PhD & MA/University of British Columbia/Music Theory; BM/University of Manitoba/Flute Performance	http://www.music.uga.edu/people/rebecca-simpson- litke
Smith, Phil	2014	Prof trumpet	т	MM & BM/The Juilliard School/Trumpet Performance	https://musi.franklin.uga.edu/people/philip-smith
Snyder, Maggie	2010	Assc Prof viola	т	MM & Performance Diploma/Peabody Conservatory/Viola Performance; BM/University of Memphis/Viola Performance	https://musi.franklin.uga.edu/people/maggie-snyder
Bolshoy, Daniel	2016	Lect guitar	x	DM Indiana University, MM Univ Denver Lamont School, BM U Denver Lamont School	https://musi.franklin.uga.edu/people/philip-snyder
Starkweather, David	1983	Prof cello	Т	DMA & MM/State University of New York-Stony Brook/Performance-Cello; BM/Eastman-University of Rochester/Performance-Cello	https://musi.franklin.uga.edu/people/david- starkweather
Stepanova, Liza	2015	Assistant Prof piano	x	DMA & MM/The Juilliard School/Performance-Piano; BM/Academy of Music "Hanns Eisler" Berlin Germany/Piano Performance and Pedagogy	http://music.uga.edu/people/liza-stepanova
Taylor, Clint (Skip)	2001	Assc Prof education	т	PhD/University of North Carolina-Greensboro/Music Education, Minors in Administrative Leadership, Research Methodology, Instrumental Conducting; MM/UNCG/Music Education; BM/Winthrop University/Music Education	https://musi.franklin.uga.edu/people/clinton-taylor
Thomas, Martha	1986	Prof piano	т	DMA/University of Texas - Austin/Piano; MM/University of Wisconsin- Madison/Performance-Piano; BM/University of Texas - Austin/Performance-Piano	https://musi.franklin.uga.edu/people/martha-thomas
Thomas, Susan*	2002	Assc Prof musicology	т	PhD/Brandeis University/Musicology; MFA/Brandeis University/Women's Studies; MA/Tufts University/Ethnomusicology; MM/New England Conservatory/Vocal Performance; BM/University of California-Santa Barbara/Vocal Performance, Italian	https://musi.franklin.uga.edu/people/susan-thomas
Tingler, Stephanie	1992	Assc Prof voice	т	DMA/Ohio State University/Vocal Performance; MM/Cleveland Institute of Music/Vocal Performance; BM/Northern Kentucky University/Vocal Performance; BA/East Carolina University/English	https://musi.franklin.uga.edu/people/stephanie-tingler
Turner, Cynthia	2014	Prof band	т	DMA/University of Rochester/Conducting; MM/University of Victoria/Music Education; BM/Queens University/Music Education	https://musi.franklin.uga.edu/people/cynthia-johnston- turner

Valdez, Stephen	1997	Assc Prof musicology	т	DMA/University of Oregon/Music History, minor Music Theory; MM/New Mexico State University/Music History, minor Theory; BM/New Mexico St/Music Education	https://musi.franklin.uga.edu/people/stephen-valdez
Wesolowski, Brian	2012	Asst Prof education	π	PhD/University of Miami/Music Education; MM/University of North Texas/Jazz Studies; MME/Oberlin College/Music Education; BM/Oberlin College/Music Ed/Jazz	https://musi.franklin.uga.edu/people/brian-wesolowski
Wright, Kathryn	2011	Ac Prof opera coach	x	BA/Columbia University/Music	https://musi.franklin.uga.edu/people/kathryn-wright
Zerkel, David	2000	Prof tuba euphonium	т	MM/University of Maryland/Performance-Tuba, Euphonium; BM/Peabody Institute- Johns Hopkins University/Performance-Tuba, Euphonium	http://www.music.uga.edu/people/david-zerkel
				Part Time Faculty	
Burchinal, Veronique	2006	Instructor PT	х	BS/Academy of Montpellier/Biology with Zoology minor	
Hargrave, Monica	1997	Instructor PT	x	MA/Interdenominatiional Theological Center/Religious-Sacred Music; BM/Indiana University/Harp Performance	https://musi.franklin.uga.edu/people/monica-hargrave
Kilroe-Smith, Catherine	2015	Instructor PT	х	DMA/University of Georgia/Performance-Horn, Minor- Ethnomusicology/MM/University of Georgia/Performance-Horn/Higher Diploma/University of South Africa/Tertiary Education/BM/Nelson Mandela Metropolitan University /Performance-Horn	http://www.ggc.edu/about-ggc/directory/catherine- kilroe-smith
Litke, David	2014	Instructor PT	х	DMA & MM/University of British Columbia/Composition; BM/University of Toronto/Composition	http://www.davidlitke.net
Ritchey, Ellen	2003	Instructor PT	х	DMA/University of Georgia/Voice Performance, minor Music History; MM/Southern Methodist University/Music Therapy & Voice Opera; BM/UGA/Music Therapy	https://musi.franklin.uga.edu/people/ellen-ritchey
Toscano, Kimberley	2013	Instructor PT	х	MM/New England Conservatory of Music/Percussion Performance; BS/Hofstra University/Music Education	http://music.uga.edu/people/kimberly-toscano-adams

Approvals on File

Proposal: Graduate Certificate in Music Performance

College: Franklin College of Arts and Sciences

Proposed Effective Term: Spring 2019

School/College:

- School of Music Director, Dr. Dale Monson, 8/2/2018
- Franklin College of Arts and Sciences Associate Dean, Dr. Jean Martin-Williams, 3/29/2018

Graduate School:

• Graduate School Dean, Dr. Suzanne Barbour, 3/29/2018