

***LOOK
NORTH
UNT 2030***

DEVELOP | DISCOVER | DRIVE



UNT[®]

COLLEGE OF
MUSIC

WHO WE ARE

The University of North Texas College of Music is America's largest public-university music program and one of its most respected. Included among The Hollywood Reporter's "20 Best Music Schools in the World," COM offers fully accredited degrees from the bachelor's to doctoral levels and is home to the world's first jazz studies degree program. Faculty include internationally acclaimed, award-winning artists and scholars in commercial music, composition, conducting, ethnomusicology, jazz studies, music business, music education, and music history, theory, and performance. COM presents more than 700 concerts and recitals annually. UNT music alumni can be found around the globe in impressive, award-winning careers across a wide range of music professions.

The mission of the College of Music is to serve our diverse musical culture with excellence, integrity, and imagination.



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Executive Summary

Strategic Direction Through 2030

- **Enhance our core strengths** for which we are internationally celebrated — composition, music business, music education/pedagogy, music recording/streaming, performance, and scholarship, to include major appearances in iconic venues nationally and internationally.
- **Enhance our emerging strengths** for which we are becoming increasingly an industry leader — commercial music, music and AI, music for media (e.g., games, film, television), and virtual music lessons.
- **Improve our revenue production** by:
 - Recovering our graduate student enrollments.
 - Researching/scaling our virtual-lesson program.
 - Expanding our online enrollment, including non-degree-seeking students.
 - Expanding our summer music camp programs.
 - Launching new music merchandizing in the College of Music.
 - Collaborating with external clients, including but not limited to the Paramount project in Alliance.
- **Replace our aging facilities** (the Music Annex, Bain Hall, and both Practice Buildings) with excellent, new music facilities, while continuing to invest in crucial renovations in the Music Building and Murchison Performing Arts Center.

Unique Role, Contribution, and Strengths

- The College of Music is the most impactful, long-standing contributor to UNT's reputation for excellence.
 - Ranked in the "Top 20 Schools of Music in the World" by *The Hollywood Reporter*.
 - Listed among the Best Music Business Schools nationally by *Billboard Magazine*.
 - Faculty, staff, students, and alumni contribute to the college's legacy of Emmy nominations and awards, Fulbright fellowships, Grammy nominations and awards, Guggenheim fellowships, Oscar nominations, and other accolades.
- We are well connected to the music industry, to include:
 - The U.S. Department of Defense, the world's largest single employer of professional musicians.
 - K-12 schools and districts both in Texas and across the nation. We are America's most prolific producer of certified music teachers.
 - The recording industry, as evidenced by our record of Grammy nominations and awards.
 - The music publishing industry. For example, the Board Chair of Hal Leonard (the world's largest music publisher) is an alumnus and member of our College of Music Advancement Board.

- The music instrument industry, including being an inaugural inductee to the Yamaha Institution of Excellence.
- Music in higher education, faculty citation metrics, and music alumni placed as faculty at distinguished universities from Harvard to Yale to Michigan to Florida State to the Royal College of Music (Stockholm) to the University of North Texas.
- We currently are meeting UNT student retention goals.
- We currently are exceeding fundraising targets.
- We currently are UNT's most prolific doctoral program *per capita*.
- We currently are among the most engaged academic music programs on social media.
- We are achieving award-winning success with innovative new and reimagined curricula (virtual lessons, interdisciplinary degrees, music and AI, music and technologies, Ph.D. revisions, etc.).

Navigating External Forces, Trends, and Contexts

- **Challenging music facilities**, including four buildings which were not originally designed to support music programming, pedagogy, or scholarship and have triggered reaccreditation challenges for more than two decades.
- **Declining graduate applications and matriculations**: due to national and state policy shifts, declining resources for graduate music students, and pressures related to music student visas.
- **Faculty and staff salaries** that are often less than competitive.

Strategic Goals (2026-2030)

- **Enhance our core strengths**
- **Enhance our emerging strengths**
- **Improve our revenue production**
- **Replace our aging facilities**

Each of our strategic goals captures elements of the three pillars of our plan: Develop, Discover, and Drive. Each aligns with our recently endorsed TRIP proposal, providing crucial, timely financial support to ensure that these goals are more than aspirational — they are actionable. Most importantly, each goal predicts strong outcomes across both our core metrics and our emergent metrics.

Key Outcomes & Metrics

The UNT College of Music is committed to achieving all core metrics set out by UNT leadership. Indeed, the college is meeting or nearly meeting several 2030 core metrics now. The best opportunity for us to improve performance in our core metrics in the next five years are in four-year graduation rates, six-year graduation rates, and time-to-value metrics. We expect our optimization and consolidation of our current bachelor's, master's, and doctoral degrees will contribute to this effort.

Core Metrics: Established Benchmarks that Define University Performance

Metric	UNT Baseline (2024/25)	UNT Target (2030)	COM Baseline (2024/2025)	COM Target (2030)
1st to 2nd year retention	77%	90%	88.4%	90%
4-year graduation rate	42%	65%	45.8%	65%
6-year graduation rate	61%	80%	68.0%	80%
Annual R&D expenditures	\$124M	\$250M	\$4.8M	\$6M
Doctoral degrees awarded	286	300	51	55
Time to value	6 years	Decrease time for programs over median	13 years (median)	10 years

Emergent Metrics: Important Dimensions of Our Success that Require New Approaches

Post-graduation placement: Percentage of graduates placed in high-demand occupations or graduate and professional programs

Our undergraduate music education graduates are placed in K-12 positions at a rate of nearly 100% now. Those not placed typically have elected to pursue graduate degrees immediately upon graduation.

Other music graduates are harder to track. Many work outside Texas and many are not W-2 employees but “gigging” entrepreneurs.

Career-aligned learning: Percentage of academic programs that integrate internships, industry-sponsored projects, or other work-integrated learning experiences

100% of all music education students and Music Business M.B.A. students complete a one-semester internship. No other music curricula currently require internships to satisfy graduation requirements.

Awards and recognitions: Prestigious awards, exhibitions, and performances achieved by our students, faculty, staff, and alumni

We monitor major awards and recognitions every year as a way to celebrate faculty, staff, student, and alumni success on social media and elsewhere. Examples include:

- Art film festival awards
- Emmy awards and nominations
- Fulbright fellowships
- Grammy awards and nominations
- Guggenheim fellowships
- National Endowment for the Humanities grants
- Oscar nominations

Innovation and entrepreneurship: New ventures, startups, and public impact projects launched by students, faculty, and alumni

The college is expanding award-winning achievements in music for media (film, games, streaming platforms, TV, etc.), publications (artistic, commercial, scholarly), music and AI, commercial music (general, production, music business, media music), and virtual music lessons.

Student and alumni engagement: Perceptions of how well UNT prepares graduates to pursue lives of meaning and purpose

Both within UNT and across higher education, the College of Music is recognized as one of the most consequential, purposeful music programs in higher education, a perception reflected in its national rankings.

College-Level Metrics: Other Important Priority Metrics Tracked at the College Level

- **Application, audition, matriculation, and retention metrics for music majors and music-camp attendees:** Attracting the most qualified students from around the world to matriculate to, and graduate from, our undergraduate and graduate programs is crucial to our mission and essential to our financial success. We likewise track students who are potentially at risk, with timely interventions to retain them.
- **Fundraising (annual, major, in-kind, naming, estate/deferred, endowments, expendable gifts, grants and contracts, etc.):** Endowments and expendable donations ensure resilient resources by which to attract and retain star faculty, staff, and students, and by which to support innovative programming vital to the success of our mission.
- **Webcasting and social media metrics:** Years ago, we retired our annual alumni magazine, *Counterpoint*, in favor of a regular series of postings to College of Music pages on Facebook, Instagram, and LinkedIn. These have proven to be much more engaging and current, as we post now with original content twice per day, six days per week, and 52 weeks per year.
- **Investments in facilities replacements and upgrades:** We have made important renovations in our facilities over the last decade and completed initial planning for new facilities for the College of Music. These have provided new capabilities, as well as correcting shortcomings in music functionality in support of our accreditation. New facilities now are crucial to our future.

Goals in Action

Develop the potential of UNT students, faculty, staff, and community members

- **Optimize and consolidate our current bachelor's, master's, and doctoral degrees** to make them more impactful, efficient, and competitive. When this process is complete (FY28), we will offer the following six degree programs with emphases: Bachelor of Arts, Bachelor of Music, Master of Arts, Master of Music, Doctor of Philosophy, and Doctor of Musical Arts. Our M.B.A. in Music Business is conferred by the G. Brint Ryan College of Business.
- **Enhance our facilities and equipment** devoted to music recording, digital orchestration, surround-sound engineering, and artificial musical intelligence to support faculty and students' ambitions in music for media, music business, sound design, and intermedia, funded initially by a blend of foundation support and TRIP funds. These efforts already intersect with existing intercollegiate collaborations with Media Arts as well as a pending collaboration in music electronics and computer science with the College of Engineering.
- **Build new facilities** that will replace the four buildings cited repeatedly in assessments over the last two decades as recommended for demolition and/or cause for deferral of our music accreditation.
- **Expand our capacity** to respond to high-demand programs, emerging career opportunities, and online instruction, while sunsetting low-demand programs. We also will recover our graduate music enrollment via TUF-funded stipend and Tuition Benefit Program increases.
- **Expand our award-winning virtual music lesson program**, featuring our paid student internships and informed by an FY27 TRIP-funded research project.

Discover new knowledge and insights that bridge traditional academic disciplines

- **Funded by our recent TRIP allocation, we will curate high-profile student and faculty music events and presentations** in prestigious venues statewide, nationally, and internationally to raise the visibility of UNT as a center of excellence, integrity, and imagination in the service of our diverse musical culture.
- **Working with UNT Advancement, we will create a robust endowment** over the next five years to fund in perpetuity the item listed above once its TRIP funding has been exhausted.
- **We will continue our record of award-winning accomplishments** in composition, pedagogy, performance, and scholarship across musical genres in peer-reviewed venues, recordings, and publications.
- **We will complete the next stage of our music technology infrastructure** to ensure robust alignment with emerging opportunities in media music at Paramount, etc.

- **We will recruit a new faculty member in music recording engineering** to advance the production of professional-grade faculty, student, and customer recordings in the Spec's Charitable Foundation Research and Recording Lab.

Drive creative advances, partnerships, and new models of higher education

- **We will continue our strong partnerships with school districts in the region** to ensure that music education graduates are ever better prepared to support the K-12 music students of Texas and beyond. Recent seven-figure COM endowments in music education will catalyze and accelerate these efforts, and we are so very grateful for these investments.
- **We will continue our strong partnerships** with music presenters, music publishers, instrument manufacturers, music media producers, and others to ensure that UNT is a conspicuous critical nexus of excellence in all of those industries.
- **We will continue to advance our relationship with the U.S. military music organizations** to create an ever more robust pipeline of employment for our music graduates with careers in military music.
- **We will continue to lean into our work in artificial music intelligence** to ensure that we are leading in this emerging discipline.