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EXTERNAL EVALUATION REPORT

DEPARTMENT OF MUSIC STUDIES

IONIAN UNIVERSITY



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External Evaluation Committee Report

Ionian University Music Department

Introduction

Background

The Music Department of the Ionian University was founded in 1992. The island of Corfu has enjoyed a rich musical tradition and occupies a special place in the musical culture of modern Greece. It has produced some of the most important Greek composers of art music, as well as a distinctive style of church chant. The musical life of the community is reflected in numerous local institutions created over the last two centuries, such as the Corfu Philharmonic Society, some of which survive to the present day. The island's important musical figures and institutions have left behind a rich legacy, including a wealth of musical documents and archival material.

The Music Department is ideally situated in this cultural milieu. Drawing on the wide-ranging expertise of its faculty, as well as on the local cultural and historical resources, the Department nurtures a special environment for learning, collaboration, and research. It has itself developed into a vital cultural resource for the local community and occupies a special place within the country's academic music institutions.

The Department is currently located in a historic building within Corfu's Old Castle, in close proximity to the historic part of the town. The building hosts a library, lecture rooms, computer music studios, a computer lab, practice rooms, faculty offices, and administrative offices. The academic staff includes 4 Professors, 9 Associate Professors, 7 Assistant Professors, 4 Lecturers, 2 Emeriti, 3 Specialized and Laboratory Teaching Staff, and 17 Adjunct Faculty. There are also 4 full-time administrative staff and a varying number of student administrative assistants. The department offers undergraduate, graduate, and doctoral programs under the three broad areas of Music Composition, Music Performance, and Musical Science. Within these, there are numerous individual areas of specialization. Unique within Greek academia are the areas of Early Music Performance, Organ Performance, Jazz, Electro-Acoustic Music, and Music Therapy. The Department also hosts three Research Labs. It offers numerous summer programs and research seminars, and organizes regular cultural events, often in collaboration with local organizations. The Department's students benefit from numerous opportunities for practical training, both within and outside Corfu. In addition, the Department participates in several collaborations and exchange programs with other academic institutions overseas, which involve both faculty and students.

The Internal Evaluation Procedure

In preparation for the site visit, the External Evaluation Committee (EEC) received an Internal Evaluation Report that was compiled by the Department in the spring of 2012. The Internal Report draws on faculty-supplied data and on student evaluations.

It provides a wide range of information, including: faculty and student statistics, academic programs, areas of study, curriculum philosophy and goals, faculty output, student performance, facilities and infrastructure, scholarly and cultural events, practical training programs, collaborations with institutions overseas, and memberships in international associations. The report concludes with some general suggestions for improvement.

The Internal Evaluation Report is well-rounded and informative. Considerable detail is offered in the crucial area of faculty output, which is presented as extensive lists of publications and artistic activity. These lists are carefully broken down by category and year, and are supplemented by summary statistics which allow one to readily identify patterns of activity in time and within each area. Student performance is quantified in terms of statistics on applications, incoming numbers, grade averages, graduation rates, and job placement.

The Internal Report is adequately self-critical and identifies some challenges encountered in this newly-implemented self-evaluation process. Overall, the internal review process was extensive and fair, and became a useful starting point for the site visit and EEC report.

The External Evaluation Procedure

The site visit took place from the 28th to the 30th of May, 2012. The Committee visited various locations within the Music Department and conversed with a representative number of faculty, students, and administrative staff.

On the first day, the Committee began with a visit to the library, where the Committee interviewed staff and students. The Committee then visited three administrative units, namely the Office of Public Relations and Cultural Events, the Office of Graduate Studies, and the Secretariat, where the Committee interviewed the office personnel. The Committee proceeded with visits to the computer music and music technology facilities, practice rooms, and computer lab. Following that, the Committee had the opportunity to observe one-on-one instrumental instruction in organ, harpsichord, piano, violin, voice, and chamber ensemble, which mostly took place in faculty studios. The first day was concluded with a Jazz performance by students and faculty at a local club.

On the second day, the Committee visited the Greek Music Lab (0000000000 000000000 000000000). The Committee then observed two academic classes (Modal Counterpoint, Methods in Music Education). A group meeting with faculty followed, where the Committee heard reports on special programs and outreach activities (research seminars, practical training, exchange visitor programs, instructional summer programs, collaborations with various organizations within and outside Corfu). Finally, the Committee had a group meeting with students (undergraduate, transfer, graduate) and alumni, where the Committee had the chance to hear the students' perspective and solicited feedback on their experiences, both positive and negative. The site visit began with an informal dinner on the first night and concluded with an afternoon meal, in which the committee had the opportunity to converse informally with faculty and upper-level administrators.

The site visit was very condensed, yet effective. Through it, the committee had first hand experience of the department's curriculum philosophy and teaching methods. The Committee saw how students and faculty interact, and how different areas of study operate, collaborate and reinforce each other. The Committee examined the Department's infrastructure and other resources, including staffing, technology, and administration. In addition, the committee members were given or shown extensive samples of artistic and scholarly work, including scholarly monographs, periodicals, editions of musical works, and recordings, as well as informational documents such as bulletins, brochures, and programs of events.

A. Curriculum

Students in the Music Department choose from among the following general areas of study: Music Composition, Music Performance, or Music Science. The curriculum is organized according to the following areas: (a) advanced theory (harmony, counterpoint, fugue) and composition; (b) music performance (instrumental and vocal performance, orchestral and choral conducting); (c) music education; (d) music technology; (e) musicology (systematic, historical) and ethnomusicology. Within these areas, many specializations are possible, some of them rare or unique in the Greek academia; these include Early Music Performance, Organ Performance, Orchestral Conducting, Jazz, Electro-Acoustic Music, and Music Therapy.

The five-year undergraduate program covers a broad base of coursework, intended to offer students a diverse and well-rounded music education irrespective of their area of specialization. This is manifested in the program's diversity of core courses, as well as the availability of specialized electives. For instance, all students are required to take two semesters of counterpoint (modal, tonal), but composition students are required to take four. Likewise, all students are required to take introductory courses in music technology, but additional such courses are available for those wishing to pursue a more specialized track. Moreover, students are required to take electives from outside their major, and even from outside the music department.

Graduate programs are offered under two areas: [Music Technology / lit. Arts and Technologies of Sound] ("000000 000 000000000000 000 0000"), and Music Interpretation ("00000000 00000000").

Doctoral programs are offered in all three general areas of study. Students need to complete two semesters of graduate courses and one semester of thesis work (000000000000) after which they are eligible to apply for doctoral candidacy. The doctoral candidacy application requires a selection of topic and dissertation advisor, and a 5-10 page dissertation proposal. A minimum three years of dissertation work are required before the candidate can defend their dissertation.

In addition to the degree programs, students can take advantage of the Summer Academy, which offers summer courses, masterclasses by leading performing artists, and seminars in a range of topics, including Ancient Greek Music, Electro-Acoustic Music, and Jazz.

B. Teaching

Evaluation Procedure

The Committee audited a number of sample classes and discussed various issues with faculty and students. The visits included the Laboratory of Electro-Acoustic Music Research and Pr. Andreas Mniestris, the organ class taught by tutor Elli Glarou, the harpsichord class taught by Pr. Katerina Michopoulou, the voice class taught by Pr. Roza Poulimenou, the piano class and chamber music class taught by Pr. Charalambos Vassiliades, the violin class taught by Pr. Spyridon Gikontis, the counterpoint class taught by Pr. Charalambos Xanthoudakis, and the Music Education Pedagogy class taught by Pr. Zoe Dionysiou. The Committee also had the opportunity to hear the choir rehearsal conducted by tutor Maria Meligopoulou.

The Committee observed a part of the teaching procedure and asked questions when appropriate. All members of the faculty were cooperative and helpful. The Committee and faculty discussed matters of teaching methodology and approach, teaching facilities and equipment, funding, and potential for improvement. Many of the issues discussed were corroborated by administrative staff and students during the Committee's visit to the administration offices and a meeting with the representatives of the student body.

Observations

General Methodology and Philosophy

The Ionian University Music Department adheres to the traditional methodology used by music departments worldwide. In most cases, instruction on instrumental technique and repertoire is done on a one-to-one basis in the instructor's private studio although other students may audit if they wish. Theoretical, historical, and ensemble courses are taught to small groups of students and may take place in large classrooms or the instructor's studio, depending on the number of students and the location of necessary equipment.

The curriculum is extensive and focuses as much on creativity as it does on knowledge. Based on the sample classes that the Committee audited during the site visit, there is a conscious effort to avoid the transmission of dry or technical information. Instead, all courses aim at involving the students in a creative process in order to help shape their individual artistic voice. When it is appropriate, coursework requires the student's involvement with a variety of styles and methods.

Teaching

The Committee was impressed by the high level of teaching at the department. Instructors approach teaching with enthusiasm which they also transmit to their students. There is much attention to detail and emphasis on musicianship. Any reflection of technical issues is always related to musical effect rather than being a goal in itself. The class atmosphere is always relaxed and enjoyable without ever being unruly or disordered.

Collaboration between Students and Faculty

Faculty and students display a spirit of collaboration both in academic and extra-curricular matters. Students are encouraged to voice any concerns and opinions they may have and it is common for faculty members to participate in student concerts and outreach projects. This allows for the development of a professional and rewarding relationship and a comfortable environment in which knowledge and experience can be administered with ease. This relationship seems to be based on feelings of admiration towards the faculty and mutual respect.

Equipment

Equipment and technology such as instruments, computers, and projectors are available and are used at the discretion of the instructor and according to the material taught. Many studios, classrooms, and practice rooms include pianos. There are two harpsichords, and even a viola da gamba, a rare asset, even in the most prestigious institutions. The Laboratory of Electro-Acoustic Music Research is provided with computers equipped with updated software, as well as various pieces of studio hardware. It must be noted that the department means to update this equipment when funding is available. The faculty also stated the need for high-end equipment needed for the outreach concert efforts of the Laboratory of Electro-Acoustic Music Research. These concerts provide invaluable experience to students and they should be considered an integral part of the curriculum. Therefore, the acquiring of the necessary equipment should be a priority for future funding.

Problems, Needs, and Suggestions

Faculty Workload

Private instruction is inevitably extensive and can prove overwhelming for the instructor, depending on the number of students in the studio. The department is required by the Greek Ministry of Education to maintain a high yearly intake of students and, because of this, the number of incoming students may sometimes be too great for the number of available instructors. This being said, the faculty maintains orderly yet flexible studio schedules, thus keeping the number of problems to a minimum.

Remarks in regard to the reduction of faculty members were made collectively by the following teachers of Jazz Studies: Associate Professor Dimos Dimitriadis, and tutors, George Kontrafouris and Stefanos Andreadis. The teachers made the very important argument that the entire jazz studies program at the Ionian University is comprised of several components that require not only the teaching of different instruments but also thorough and individual studies of the following courses: Jazz theory, history, and performance practice. The Jazz faculty emphasize that with these impending cuts of faculty, the program will be in grave danger of no longer being offered. This is due to the reduction of teaching staff that has diminished by more than 50% from the period of 2009-2012 when there were available six Jazz faculty that included one regular, four on contract for each class, and one as needed. The Jazz faculty adamantly request that this cut not take place or at least not to such an extent because it will have damaging consequences on the very prominent jazz instruction at the Ionian University which has the only significant Jazz program in Greece and has had an excellent reputation throughout Europe.

Student Workload

Students have to take at least thirty ECTS units per semester. The workload can be fairly hefty, particularly during the first two years of study. However, this is counteracted by the broadness and depth of the curriculum which ensures that the graduating musician will have all the knowledge and experience necessary for potential employment and artistic activity. Students can exceed the thirty unit limit with classes from subsequent semesters, should they choose to do so. This makes the curriculum more flexible and allows students some room to control the rate with which they progress.

Condition of facilities and Equipment

Due to the lack of funding, the department is forced to function within a limited space and with inadequate resources. Despite the faculty's best efforts, some classrooms and studios are too small for comfort, especially where pianos or other large instruments are needed. Many instruments are old or ill-maintained which is a significant problem for efficient teaching and the students' technical and artistic development. One of the instrumental instructors informed the Committee that she is forced to periodically maintain some of the department's instruments herself even though this would normally require the expertise of a specialized technician. Many of the rooms are not adequately insulated for sound although the faculty did its best to find temporary makeshift solutions that somehow alleviate the problem. Several adjacent classrooms and practice rooms as well as the recording studio could benefit greatly from proper insulation.

New Facilities

Most of the above-mentioned difficulties that the department is facing are related to space and the shortage of funds. Many of these problems will be solved when the department moves to a more appropriate building which is planned for construction.

The Committee was informed that the building land has been bought and the architectural blueprint for a new building has already been prepared. This new building is especially designed to meet the needs of a university music department. However, the department cannot proceed with the construction because of the lack of sufficient funding.

Number of Students

Other matters are related to the number of students the department is forced to accept yearly. The entrance examinations for Greek universities are not institution-specific. Instead, they involve subject matter that has nothing to do with music. The result is that a percentage of the students who apply to the department are under-qualified and the only reason they apply is that they were not accepted into the universities of their choice. The department should be able to delay or deny admission to these students when they do not fulfill the necessary criteria. This will not only alleviate the problems with space but will also reduce faculty workload and raise the overall proficiency level of the department. Since education in Greece is free, there is no benefit for either the department or the ministry of education in admitting students who are not prepared for the high level of education the department can offer.

Duration of Studies

Some members of the faculty suggested that many issues that relate to teaching space and staffing can be improved if the duration of studies for the undergraduate degree, which is currently five academic years, is reduced to four academic years. The Committee corroborates this measure, not only because it will keep the number of students to more manageable levels, but will also counteract the disadvantage that graduates of the department have in the job market compared to graduates of equivalent departments in Europe and the United States of America. Considering the duration of studies for both undergraduate and graduate programs, students who graduate from a European or American music department are applying for available employment opportunities up to three years earlier than a student who graduates from a music department in Greece. This imbalance is further exacerbated in the case of male graduates who, in most cases, will be recruited for military service after the completion of their studies.

C. Research

Approach:

The philosophy of the Department of Music of the Ionian University is that each member of the department is required to produce research in their area of expertise. This research component is found in all areas of music disciplines that the department offers: Music Composition; Music Theory; Musicology; Ethnomusicology; Music Education; Contemporary Music - Jazz, Electronic-Acoustic Music; Historical Period Music – Musicum Collegium; Music Therapy; Music Psychology and Aesthetics; Music Performance or Pedagogy in instrumental or vocal music.

The Department has its internal standards for assessment of research and has expectations that its faculty is productive not only in their teaching responsibilities but that they also produce national and international accomplishments in their research areas. Performers are expected to give concerts in Greece as well as internationally and also to produce CDs of performances when possible. For composers, the expectation is that they provide compositions that are published and that there are performances of these new compositions available nationally and abroad. Musicologists and music educators are expected to publish their research in refereed journals and to participate in conferences with research presentations. The committee found that all the faculty that they met were active in their research areas, whether it be performing or publishing their research/compositions.

Implementation:

The Music Department promotes research not only for its faculty but also for the students. The department is very supportive of this research, even though monetary funds for research and travel are now extremely sparse and difficult. Consequently, the faculty has taken advantage of the rich musical heritage of Corfu. More specifically, this special heritage of Greek folk music and Greek art music has been included in much of their research and publications.

The research of faculty and students is also supported by the Hellenic Music Research Lab () that was founded for the Music Department in 2003. This Research Laboratory was given a small room in 2008 where faculty and even student dissertations and research projects can be conducted. The Research Lab Library specializes in Greek book collections. This special library has holdings in all areas of Greek music studies from Antiquity to present day. To date some of the more important archives include the following:

4000 monographs

200 Greek titled journals

500 Long playing discs (LPs)

400 Compact discs (CDs)

400 Tapes

100 and more dissertations from the Ionian University and other universities.

In addition, the faculty and students have access to five different donated archives of Greek and other composers:

400 CDs of works by Theodoros Antoniou

600 Musical scores of compositions by Th. Antoniou

8000 Scores donated by Ch. Xandoudakis of which 85 are his own work

Complete scores and a catalogue of the scores of the Russian-Greek composer Vasilis Kalafatis, the first teacher of Stravinsky

Scores of Gaoutsis and other small private archives in digital form.

This Lab also has additional materials that are temporarily housed in the Music Library, and consist of the archives of Gerasimos Robotis, some manuscripts of Mantzaros, the music library of Ioannis Papaioannou, and the archives of Dimitris Kapsomenos.

Many of the above listed holdings contain Greek art music which has been used consistently by the faculty of the Ionian University but also recently by as many as thirteen Ph.D. students as well as many international scholars who come especially from the United Kingdom, Germany, as well as the United States for these research archives. These particular holdings mentioned above can only be found at the Ionian University. This gives the Ionian Music Department a prestigious status as an international research center that has as many as five to ten off-campus visitors each week. In addition, the university has made these archival holdings accessible to all researchers online at this address:

www.ionio.gr/~GreekMus/

The importance of the quality and prestige of these holdings cannot be stated enough. It is a unique contribution that brings scholars to Corfu from all over the world.

The holdings of the Ionian University Music Library is different from the above mentioned Hellenic Research Laboratory. It holds a wide array of international music journals, books, and encyclopedias (such as the *New Grove Dictionary of Music and Musicians*, 29 volumes) and other reference books from all the diverse areas of their teaching and research: music history, theory and composition, performance practice, music education, music therapy and psychology, jazz, and more.

Of importance to faculty, students, and visiting research scholars is that this library contains over 23,400 volumes of books of which 90% are in foreign languages; 5000 musical scores from all historical periods. In addition, the library purchases 60 subscription journals a year of which 30 are online as well as an additional 100 separate back issues of journals.

The library also supports faculty/student research through collaborative efforts by subscribing to the following sources:

a Greek Inter-Library Loan Service

a catalogue listing of the holdings of all the Greek libraries that has been completed by the Megaron Mousikis and is accessible to the Ionian University

Jstor – an online listing of bibliographic materials of journals and books

International Index of Music Periodicals

Index Project

RILM.

The Ionian University Music Library also provides faculty and students accessibility to the following equipment: five computers, one printer, one scanner, one photocopy machine, and one microfilm reader. There is also a listening lab available. Although not in the music library, there is an additional Computer Lab for listening and other purposes that can be used by students.

Research projects for faculty and students are not limited to just library sources. It is important to note that the composers, experimental and traditional, create their research by composing with tools of the twenty-first century. In the year 1997 the Ionian University became the only university in Greece to initiate degree programs in Computer Music and/or Electronic Music Composition. This resulted in new research for both faculty and students in the Electronic Music programme. It also led to the founding of the Hellenic Society of Acoustic Ecology at the Ionian University. This has resulted in new research needs for computers, MIDI, synthesizers, analogue recorders, sound engineering equipment, compressors, loud speakers, and many other computer music equipment. Under the direction of Professor Andreas Mniestris, students are now presenting their recorded electronic music compositions as their music thesis research project. This has also become a new research category in music composition for Professor Mniestris and many others.

Scientific publications in music are generally researched and published by musicologists, ethnomusicologists, music educators, music therapists and aestheticians. This research is most often published in journals or monographs but is now also being published online. These researchers are also presenting their findings at national and international conferences as a means of disseminating their research projects.

Electronic computer music and traditional composers consider their research to be their music scores and their CDs as evidence of the performance of their compositions.

Traditional performers in music, such as pianists and vocalists, consider their public performances as well as their recorded CDs to be evidence of their research. To this end, the performance music faculty have organized a large number of performances on an annual basis.

Of distinction, it should be noted that historical performance practice for instruments such as the viola da gamba consort of the Musicum Collegium and the harpsichord (cembalo) of the late Renaissance and early Baroque periods, is being taught at the Ionian University Music Department. Performers are currently doing historical research to make sure that the correct performance practice of the period is being observed in the mannerisms, ornaments, thoroughbass notation, and rhythmic interpretations according to the different interpretive styles of the French, Germans, and Italians. After mastering the historical performance practice, their performance either in concerts or in recorded CDs becomes evidence of their research. The same holds true for research and historical performances of Byzantine Chant, Classical music, the jazz and chamber ensembles, as well as the solo recitals, and the choral and instrumental ensembles.

The faculty of the Music Department of the Ionian University have produced many research projects. Some, such as the Electronic music and Jazz projects mentioned above, have been recorded and published as CD performances. Also, faculty have presented lectures, seminars, and presentations at international and national conferences. Among the numerous presentations given, many have been given on the following topics: Ancient Greek Music, Theory and Composition / Electronic Music, Classical Music, Piano Pedagogy, Monody, Jazz, Technology and Sound, Conducting Choirs and Instrumental Ensembles; Pedagogy of piano, winds, brass, strings, percussion, Musicology and Aesthetics. Since the Music Department's inception, the faculty have participated in National and International Conferences and Symposia as a means of disseminating their research. Moreover, they have enhanced their research and that of their students by bringing to the Ionian University outstanding international musicologists who made presentations to the entire department of faculty and students. A few of these renowned scholars are the following: Leon Platinga – Yale University; Jim Samson and David Charlton – Royal Holloway University; Martin Zenck – Universität Würzburg; Constantine Floros – Universität Hamburg; Gunther Schuller – New England Conservatory of Music and others.

The Ionian University has its own publication press. This allows for favourable opportunities for research collaborations between the press and faculty so that the best, innovative books that have been written can be published. Also, there are summer seminars that have taken place in the Department of Music that have brought acclaimed scholars to Corfu, such as Andrew Barker, Egert Pohlmann, Martin L. West, and others, who are experts in the area of Ancient Greek Music. These research collaborations were equally beneficial to students as well as faculty.

Also, the Music Department is a member of Corfu's Conference Society which allows them to host conferences and bring in scholars with whom the music faculty can collaborate and exchange ideas on research projects. Most recently the society held a conference entitled "Music in Philosophy." Also, research collaborations often take place when students and faculty attend international conferences. Recently, Corfu students were selected to attend an International Jazz Conference that greatly enhanced their performance research.

Because of its rich musical heritage, Corfu has also hosted many music events including an International Corfu Music Festival that took place in 2006. This event as well as the cooperation with the Corfu Philharmonic Orchestra allows the Ionian University to have reciprocal relations with the local institutions that enhance the faculty's research publications and their research activity of performance. Perhaps just as important is that these activities become a very visible bridge to the local society for outreach of the Music Department's activities.

Results:

The Music Department's research objectives have been well implemented. The scientific scholarly publications of the music faculty have been published in leading journals as well as in books/monographs by prestigious publishers.

Research projects that were in the area of early childhood education have resulted in superior teaching on the part of teachers in schools and were instrumental in the

decision of the Ionian University to include degree offerings in Piano Pedagogy, Music Therapy, Music Psychology and Aesthetics. Music Education found its way into the Ionian University's curriculum in the year 2007. In the disciplines of Music Therapy, Music Psychology and Aesthetics, the Ionian University is the only university in Greece to offer degrees in these needed areas.

Research collaborations are continuous among faculty members in the Music Department as well as with other university departments. As an example, the Department of Audio Visual and Sound of the Ionian University collaborated with the university's Music Department in research projects in Electro-Acoustic Technology.

Effectiveness of the research and publication accomplishments of the faculty of the Ionian University's Department of Music can be documented in the large number and superior quality of these publication/performance activities. Fifteen faculty members of the Department of Music submitted a catalogue of their research activities, publications, presentations for the period of 2007- 2011. The cumulative number of research that was published, performed, or presented during this time was 358 works many of which were international and included performances and/or presentations by the Ionian music faculty in the USA, Germany, Lebanon, France, Thailand, Italy, Greece, Monaco, Cyprus, United Kingdom, Finland, Czech Republic, Lithuania, and Ukraine.

The Ionian University Music Department is acknowledged and visible outside of Corfu. It is especially known and internationally recognized in Europe and elsewhere for its rare but very special areas of music offerings in Historical Period Music, Jazz, and Electronic and Contemporary Music. As further evidence of its research and pedagogical successes, its undergraduate and graduate degrees are recognized and accepted in European conservatories and universities as well as in North American conservatories and universities.

Perhaps the biggest prize of recognition of the Music Department of the Ionian University is that they offer so many degree programs in the various disciplines of their music offerings. It should be universally acknowledged that the Ionian University's Music Department is a gem of Greece that offers more music programs than many American universities, including such prestigious institutions such as Harvard and Yale!

Improvement:

The Ionian University Music Department is in dire need of improvements in order to be able to continue with their research/performance proposals. The list below is only a partial request of the most important needs and by no means includes all the desires of the department:

Wind instruments (clarinets, oboes, bassoons) and brass instruments (trumpet and trombone) – these are desperately needed now for the instrumental ensemble and orchestra performances.

Piano restoration of a historical 150 years old Bechstein piano that was donated to the department needs to be refurbished.

Tuning and maintenance for all the pianos – Because of the intense humidity and poor building construction that is lacking in insulation, the tuning does not last for more than a few days. The result of this humidity is that the strings of the piano break frequently. In order to preserve the tuning of the pianos for at least the prescribed period of six months there needs to be some major construction improvements to the historic building where the Music Department is housed.

The urgent need for more practice rooms with professional pianos was requested by both students and faculty.

The piano faculty professor requested that the two pianos that are in his piano studio, where he teaches students, need to be replaced. The Bechstein grand is literally falling apart and that includes the keys of the instrument. The other piano, a Kawai, has also been used far too long and either needs to be restored or replaced.

The Electronic-Acoustic music composers of the department are requesting new computers and electronic equipment. Their current equipment is now fifteen years old, very antiquated, and needs to be replaced.

The harpsichord professor of the Music Department has requested an Italian harpsichord for her students. The current instruments that are used for teaching are French and German. The uniquely different structure of each of these types of harpsichords reflects the techniques, ornamentation, and rhythms that are possible on each of these instruments. The current instruments do not allow for the correct performance practice of Italian literature.

The organ teacher requested the need for a regular pipe organ with two to three keyboards. The students have need of practicing on this type of professional pipe organ. At this time, the only opportunity students have to use such an instrument is at the Church of Duomo and this is only when there are no church services and when the instrument is available. The current instrument of the department is not adequate.

The Music Library is sectioned into parts. It should not be divided from room to room. Furthermore, money is needed to restore books for the Music Department. The Department has no money to do this restoration. Also, the Hellenic Music Research Lab and the Music Library need more room. For lack of space, sensitive material of historical value - such as manuscripts and scores - are stored in boxes where they remain exposed to humidity. There is a necessity for a larger area, with better conditions in order to protect the archives from heat and moisture.

Laws need to take effect soon. An example of the damaging consequences that these governmental delays cause is the following incident. The purchase of computers for the Electronic-Acoustic Music Laboratory that had been negotiated at a very nominal bargain price became a lost opportunity. The reason for this is that after many, many months of waiting for government approval to purchase this greatly needed equipment, the business went bankrupt!

The new law KN 4009-2011 needs to be implemented immediately. This would allow the Ionian University and other Greek universities to have an opportunity to earn some profits from their work which would help to offset the many cuts that they have endured during this devastating time of economic crisis for Greece. In fact, the Music Department has already proposed some initiatives in research that could be

undertaken. Since many books, scores and research of the music faculty are being published by the Ionian University Press the department should be able to use this money to fund the many needs of the students, faculty, and repairs to the physical structure of the archaic building where they are housed. The faculty and students also perform in many functions for the community of Corfu and elsewhere in Greece, such as the Megaron Mousikis, and have even performed in Europe. The old law, that is still used in practice, does not permit them to charge even a very small nominal fee for admission to the many events that they offer to the community. The University feels that their community outreach, which is greatly appreciated and respected, would have even more value and feeling of worth if a small fee were charged. More importantly, this would allow for some money to come back to the department for the many needs that are required for their diverse research projects.

D) ALL OTHER SERVICES

The quality of the administration and all services provided by the music department is outstanding. They are all conscientious and result-oriented in producing a collegial environment where students, faculty, and office staff all work in unity. The Committee noted the reduction in administrative office staff, who have nevertheless maintained a positive attitude and have been able to fulfill their responsibilities, even though they report experiencing considerable delays compared to previous years.

The Committee was able to meet and speak with the central administration of the Ionian University: Vice-Rector of Academic Affairs and Human Resources Miranda Kaldi and Vice-Rector of Financial Management and Development Stavros Katsios. In our conversations with these administrators the Committee was able to discuss the major improvements that have taken place in spite of these harsh economic times. At the same time, the challenges were also brought up. In these discussions, the Committee tried to offer potential solutions that could possibly ease some of the problems.

The committee had the privilege to meet with the chair of the Music Department Anastasia Siopsi on a daily basis. She was most kind to direct the Committee to the various classrooms and meetings that took place during our site visit. The Committee discussed the adequacy of existing and possible improvements and initiatives that need to be proposed.

E) STRATEGIC PLANNING. PERSPECTIVES FOR IMPROVEMENT AND DEALING WITH POTENTIAL INHIBITING FACTORS

Since 1992 the Music Department of the Ionian University has developed various training programmes and research in different fields. It also has developed relationships with foreign universities, conservatories and foreign music schools. Finally, the Department has been very active in the organization of musical events in

Corfu. Nevertheless, three kinds of difficulties have inhibited its activities: the absence of a large building, the shortage of funds, and issues of state administration.

1) The Department is located in an old military building where the rooms have been adapted for music. Some substantial efforts have been made in order to give the students small practice rooms in the basement, a library, a studio for electronic music, a room for computers, some rare instruments, such as an organ and a harpsichord. Various courses are offered, as the Committee mentioned above. The significant number of students proves the importance of the Department and the interest for music studies in this area. Nevertheless, most of the rooms are too small. They cannot accommodate the number of students and these facilities are over-burdened. The organization of studies and research in the Department is a constant challenge. The shortage of rooms is a serious handicap for the development of the Department and for the students. The same situation applies to the Greek Music Laboratory. This facility is located outside the department in a space that is too narrow for its diverse functions (Lab office, library for researchers, meeting room, archives). Given these conditions, there will be no improvement without a newer and larger building. The ideal situation would be to have a new building not only with additional rooms, but also an auditorium for concerts and stage performances.

2) The shortage of funds is the second inhibiting factor. It is another serious handicap which compromises academic performance, growth, and international activities of the Department. For instance, is it possible for a talented teacher to teach students without a good piano? Is it possible to teach computer music with fifteen-year-old computers? This financial shortage is striking and is an overwhelming deterrent when one examines the materials. The financial issues also impact the teachers and the administrative staff. Administrative work is difficult due to the increasing number of students. Within its limited financial situation, the Music Department offers a wide array of instrumental instruction covering all periods of music history. This has made the Music Department an important centre, not only for Greek music, but also for many disciplines of performance and musicology. Consequently, the Music Department has achieved remarkable accomplishments.

3) The third inhibiting factor is the inefficiency of Greek state administration procedures, especially in approving and disbursing funds. The Music Department is very efficient and needs to be autonomous and in control of its organization. This autonomy also should include the finances and educational needs of the Department. For instance, the Music Department is not allowed to charge money for books or journals published by the Ionian University in Corfu.

These three inhibiting factors need to be resolved in order to allow for the Department's improvement and growth.

F) FINAL CONCLUSIONS AND RECOMMENDATIONS OF THE EEC

In 2012, the Music Department of the Ionian University will celebrate its 20th anniversary. Since 1992, the Department has become one of the most important Music Departments in Greece. In the past twenty years, the number of the students has grown substantially. Currently, the Music Department has reached international

recognition through the quality of research in various fields, the training programmes, the edition of a journal, and the publication of books and recordings.

The Department of Music has to continue to offer students the opportunity of high-level professional training in order for them to be competitive in the job market. Its exceptional team of highly educated and experienced professors must be supported in their various fields of research and activity.

The EEC recommends:

1) In order to maintain and expand research and performance activities, the Department needs to be given the following significant resources:

- Improved facilities. In the short run, this could be addressed by the construction of a newer and larger building, properly designed to meet the needs of a Music Department.

- Financial support, in order to buy new instruments, computers, books, scores, etc. It will be hard for the department to maintain the high standards it has achieved, unless these needs are promptly addressed.

- Additional personnel, including faculty and administrative staff. This would ease the current staff's workload and would meet the requirements of increased enrollment. In particular, additional faculty would offer new possibilities for curriculum development and by no means should the numbers of faculty be reduced. They are barely able to teach the heavy load that they now have much less loose teachers. This is especially important for the Jazz program because if faculty are cut here it would have severe consequences to the Jazz program which is currently one of the outstanding ones in Europe and the only one in Greece!

- More independence. The Department needs to be autonomous and without so many restrictions from the state administration. In particular, this would pertain to student enrollment quota as well as rigid financial restrictions. For instance, the Department should be given the rights to sell the books or the journals published by them.

2) A restructuring of the academic programs so as to allow for the completion of a Bachelor's degree in 3 to 4 years, thereby upgrading the 5-year course of study to a Masters' degree status. This timeline would conform with European standards and would facilitate the continuation of student studies abroad.

3) The continuation and expansion of the Department's musical activities. The Department must be allowed to continue its practice and study of music in improved conditions. The research in musicology needs continued support in order to sustain its valuable contributions to Folk Music, Neo-Hellenic Music, and Contemporary Greek music, which are of the highest importance for the country. The research and artistic activities must be encouraged by awarding grants to students and faculty, so that the exchange of scholars and performers at the national and international level may continue and grow in new directions.

4) Through the organization of musical events, the Department has already reached out to create relationships between the Corfu Conservatory, the Municipality of Corfu and other organizations. This experience could develop into the creation of courses in Arts Administration that could enrich the cultural life, not only in Corfu but in the

Western part of Greece. The rich spectrum of cultural activities could provide opportunities for practical training where students collaborate with professionals in the administration of the cultural events. In addition to training students, this would reduce personnel costs.

5) As part of Greece's cultural heritage, music is an integral part of education, and needs to be taught to young people by qualified teachers. The Department of Music needs to maintain and increase their activities with regard to the training of teachers for primary and secondary schools. For instance, the inclusion of popular music course(s) in the curriculum would offer future teachers the possibility to pursue new paths in musical education. Such courses may also offer new materials to Jazz and composition majors and perhaps new perspectives on scholarly research.

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