

# DuWayne C. Dale, DMA, MBA

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November 10, 2024

Attn: Search Committee for Director, School of Music  
Middle Tennessee State University  
Murfreesboro, TN 37132

Dear Search Committee Members:

Reviewing the essential duties and responsibilities outlined in the posting for the Director, School of Music position at Middle Tennessee State University, the role seems an excellent fit with my experience and qualifications. Please accept this letter and the additional materials I have provided to complete my application for this wonderful opportunity.

Currently, I serve as the Director of Bands and an Associate Professor of Music at Morehead State University. My responsibilities include providing leadership for the university band program, working with preservice music teachers, conducting or directing all university large concert and athletic instrumental ensembles, and teaching courses in music education and instrumental conducting. I also routinely teach graduate courses, lead graduate student independent study, and serve on graduate student exit committees. Additionally, my role includes supervising MSU Bands support staff, allocating budgetary and activity funds across multiple accounts, and maintaining a working knowledge of applicable state and university financial policies and procedures. Prior to joining the faculty at MSU, I served 18 years as a high school band director in successful music programs in Ohio and Kentucky. Those years included directing high school orchestra and middle school band programs as well as teaching beginning and advanced placement music theory courses.

The responsibilities inherent to my current and previous roles and the accompanying skills I developed align directly with the traits MTSU is seeking in the next Director for the School of Music. I am an effective communicator and meticulous organizer with extensive experience leading successful music programs. My comprehensive recruitment and retention approach led to significant growth in each of my high school programs and consistent enrollment in Morehead State University Bands despite pandemic-related enrollment decline in the university and in regional school band programs. I am an experienced fundraiser and have organized and supervised numerous successful sales-based initiatives, fundraiser events, and donor programs. I have managed pro forma budget planning, allocation of funds, and reconciliation for annual budgets in excess \$130,000. As a lifelong learner, I recently completed an MBA and strengthened my understanding of accounting procedures, budget rules and restrictions, and best practices in business management.

Creative, resourceful leadership and contributions to departmental and university initiatives are a hallmark of my professional activities. I have an exemplary record of departmental, college, and university service. My service at MSU has included extensive work with curriculum through college- and university-level committees as well as

departmental work initiating innovative curriculum proposals and reviewing and revising existing music curriculum. I lead music department advocacy efforts and have represented the department faculty in the past eight months of strategic planning for music spaces in a new \$90 multidisciplinary building. As an active faculty team member, I engaged in reaccreditation efforts for both our college of education (CAEP) and our music unit (NASM). I initiated and currently chair a committee focused on strategic planning for music at MSU (e.g., marketing strategy, organizing recruitment and outreach efforts, advocacy, renovation/relocation planning, etc.). In addition, I am a member of the MSU Music Education Advisory Board—a taskforce of music education faculty and successful alumni focused on improving student success outcomes and early career readiness.

I am a committed colleague who takes an active role in supporting activities across our entire music unit. I actively seek ways to engage with colleagues' activities and events. I have conducted or performed on trombone or euphonium in support of dozens of departmental events, including various instrument focus days (Clarinet Day, Double Reed Day, Trombone Day), community engagement events (OcTUBAfest, Hometown Holidays, Fourth of July, Memorial Day), faculty ensembles (faculty jazz band, various chamber groups), student performances (trombone choir, MSU Choirs, tuba/euphonium ensemble), and university fundraiser events like our MSU Spring Gala. At MTSU, I would invite opportunities to actively participate in such events, not simply serve as facilitator or supervisor.

In the classroom, I am focus on improving student success through ongoing course development. Each summer, I revise my courses based on self-reflection, student input, and feedback from current student teachers and their cooperating teachers. Most recently, I initiated a competency-based approach to my Instrumental Materials & Methods course. Rather than receiving only one graded submission opportunity for each assignment, students have two chances to revise and resubmit a task within a set timeframe. A comprehensive assignment overview and assessment rubric guides students toward competency, and these documents are complemented by my targeted, specific feedback after each submission. Each of the ten course projects is designed to be a practical application of course content and class discussion and to leave students with an artifact or process that can be adapted for use in their first teaching position (e.g., band handbook, recruitment/retention plan, band budget, lesson plan, concert program, band resource list, etc.). A student's course grade is based on the cumulative number of projects reaching the rigorous standards for competence. To date, the quality of student work product has improved dramatically, and student feedback has been entirely positive.

I believe strongly in providing service to professional music organizations. Currently, I serve on the Kentucky Music Educators Association (KMEA) executive board as the state Collegiate National Association for Music Education (CNAfME) sponsor and as the state chair for the College Band Directors National Association (CBDNA). I am a current nominee for KMEA state president-elect and serve as the community music chair and president-elect for KMEA district eight. Past professional leadership roles include service as a former editor of KMEA's state music publication, the *Bluegrass Music News*. I hold professional memberships in NAfME/KMEA, the National Band Association, CBDNA, and Phi Beta Mu International Bandmasters Fraternity. My students at MSU have honored me with

membership in Phi Mu Alpha and Sigma Alpha Iota (Friend of the Arts). Numerous, ongoing elected leader roles at the state level and as the state representative of national music organizations reflect a high level of confidence and trust from my colleagues. Repeated nominations for service awards and special recognition by Kentucky school districts and music organizations highlight the impact of my efforts to improve student and teacher music experiences throughout the region.

I am committed to maintaining scholarly and artistic activity. I embrace opportunities to highlight important music education issues as a regular state and regional conference presenter. Most recently, I spoke about research-based strategies for fostering student intrinsic motivation in music at the 2022 West Virginia Music Educators State Conference. Ensembles under my direction have performed at state and national professional development conferences. In addition to my dissertation research, I authored a chapter in the GIA Publications *Teaching Music Through Performance in Band* series. I am eager to pursue research in the areas of human motivation and emotional intelligence—specifically, how research in these areas can inform and improve ensemble music instruction and preservice music teacher training.

In the position of Director for the School of Music at MTSU, I would enjoy using my considerable experience to be a champion for MTSU music students and faculty. The chance to lead such a successful program, collaborate with your distinguished faculty, develop a strategic vision for the future growth and development of music at MTSU, and improve MTSU student outcomes is an exciting prospect and well within my skillset.

Should you need further information, please contact me at (270) 903-9888 or e-mail me at [dcdale@moreheadstate.edu](mailto:dcdale@moreheadstate.edu). I invite you to visit a webpage of supplemental material I have prepared, [www.dcdale.com/mtsu](http://www.dcdale.com/mtsu), for further insight into my current work. I look forward to discussing the Director, School of Music position in an interview at your convenience.

With great enthusiasm,

A handwritten signature in black ink, appearing to read 'D. C. Dale', with a stylized flourish at the end.

DuWayne C. Dale, DMA, MBA  
(270) 903-9888 (Cell)  
[dcdale@moreheadstate.edu](mailto:dcdale@moreheadstate.edu)