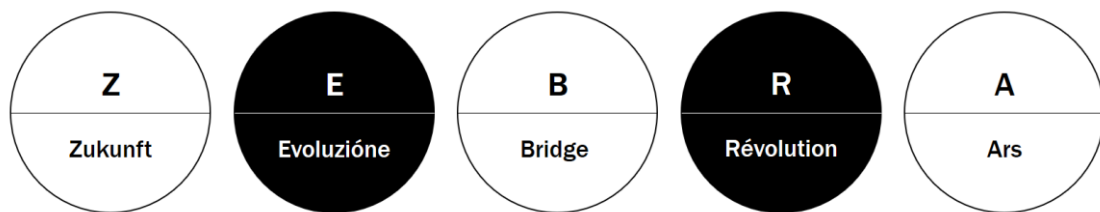


Project ZEBRA
(Subject: Performing Arts)



2020. 1. 23

Project Manager: Prof. Sangjick Jun

Affiliation: College of Music, Seoul National University

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PART A. Executive Summary

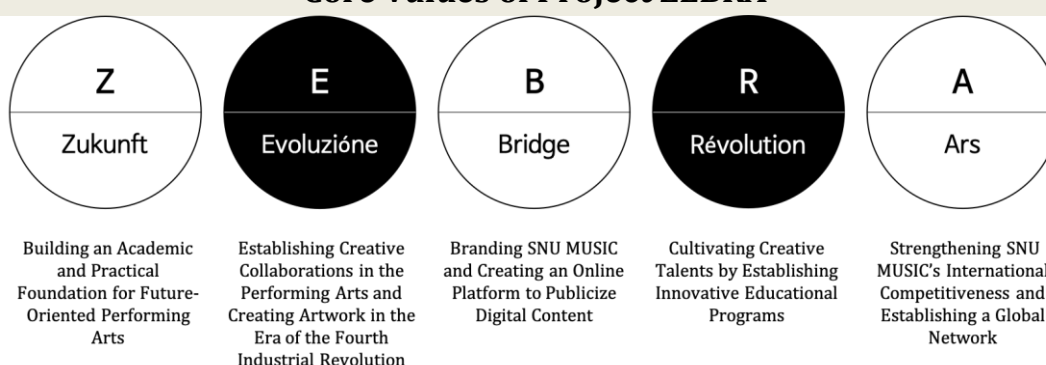
Project Background

- SNU MUSIC has global competency: It ranks 5th in Asia and 40th in the world in performing arts, according to the 2019 QS subject rankings.
- SNU MUSIC has enormous potential: Over the past 75 years, SNU MUSIC has produced a number of world-class artists. Thanks to the spread of the Korean Wave, the world of performing arts is paying more attention to Korean musicians.
- Within this context, a new and creative educational agenda is required for SNU MUSIC to become a world-class institute.
- For SNU MUSIC to take the lead in 21st-century art and culture, a new approach to the performing arts is required, one that goes beyond the current institutional framework.

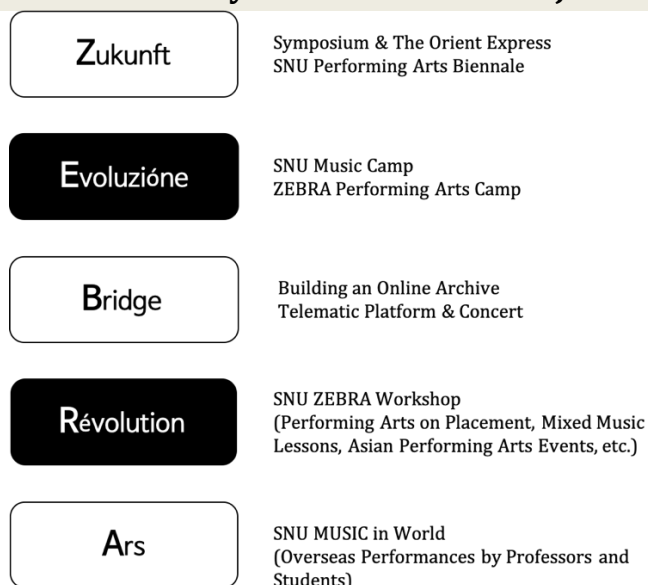
Project Goals

- To make SNU MUSIC into a world-class performing arts institute and No. 1 in Asia by fostering 21st-century convergence arts.
- To lead the Korean Wave in a new direction by producing world-class artistic achievements.

Core Values of Project ZEBRA



Summary of the Five Sub-Projects



PART B. Project Description

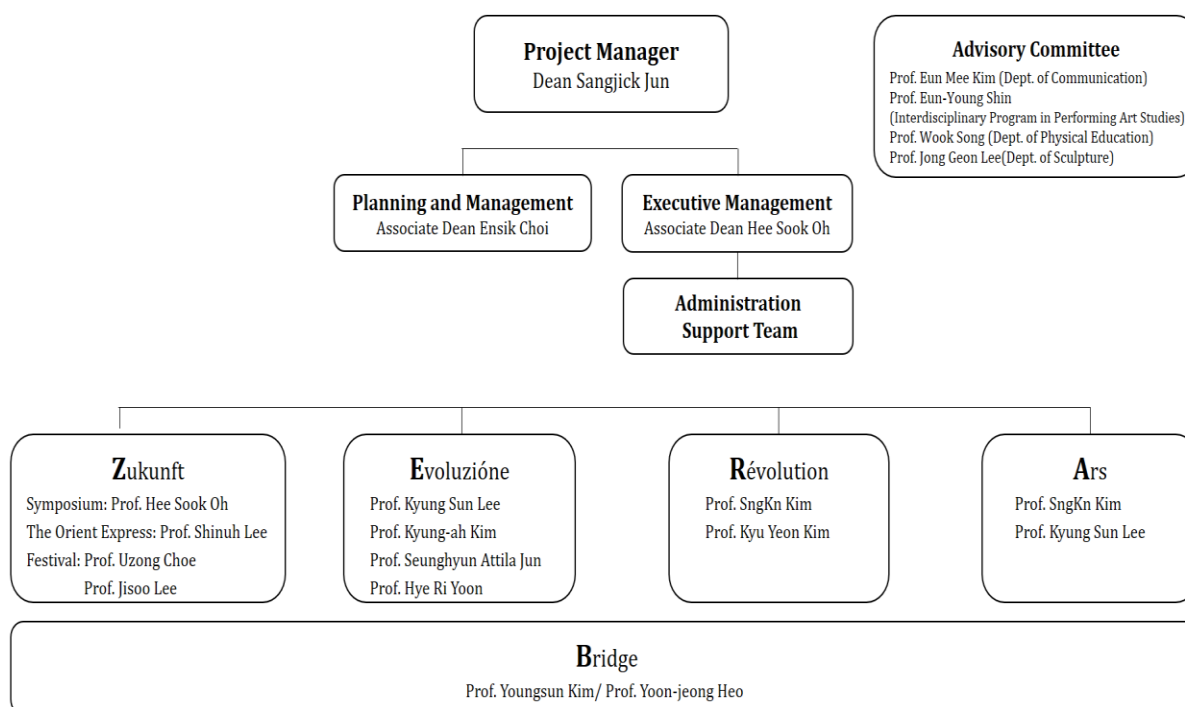
1. Competency Analysis

Strengths	Weaknesses
<ul style="list-style-type: none"> ◦ SNU MUSIC is ranked 5th in Asia and 40th in the world for performing arts according to the 2019 QS subject rankings. ◦ Faculty members have produced outstanding achievements on the world stage. ◦ Students have made a number of notable achievements in various music competitions. 	<ul style="list-style-type: none"> ◦ It is necessary to build an international network and raise the global level of awareness of SNU MUSIC ◦ No systematic strategy and marketing plan is in place to promote our artistic and academic achievements worldwide. ◦ There is a lack of the active endeavors to make a brand name of SNU MUSIC and to build a digital archive to enhance global visibility.
Opportunities	Threats
<ul style="list-style-type: none"> ◦ Thanks to the spread of the Korean Wave, Korean musicians are receiving more worldwide attention. ◦ SNU MUSIC attracts the best musicians in the country and has produced world-class musicians over the past 75 years. ◦ There is potential for inter-campus collaboration by utilizing university facilities and space (Gwan-ak Theatrum Humanities, Siheung and Gwanggyo campus, etc.). 	<ul style="list-style-type: none"> ◦ There is a need to organize active exchanges with top-class artists and scholars. ◦ Compared to other Asian countries, including Japan and China, there is a lack of systematic support at the national level to promote local artistic achievements globally.

2. Main Strategy

- **The direction of Project ZEBRA:** Through five creative sub-projects based on SNU MUSIC's capability and aspiration to be a world leader in the era of convergence arts, Project ZEBRA provides the future-oriented (Zukunft) and innovative (Evoluzióne) foundation (Bridge) needed to meet this goal. The ZEBRA also attempts to take revolutionary steps in pioneering arts in the new era (Révolution and Ars). As an acronym, "ZEBRA" is made up of words in German, Italian, English, French, and Latin, thus symbolizing SNU MUSIC's aspiration to create a global network.

○ Organization of the Project:



- In terms of project management, the ZEBRA is organized into two key parts: (1) A department overseeing the progression of the entire project; (2) Five sub-project departments.
- ZEBRA has an on-campus advisory committee to give an advice on planning and progressing the entire project.
- All faculty members of SNU MUSIC (from the departments of Korean Music, Instrumental Music, Vocal Music, and Composition) cooperate on each project to promote the development of SNU MUSIC.

○ External Evaluation Committee

- **Aim:** To observe the planning and execution of the project, and to evaluate the project for the purpose of directing future development and improvement.
- **Organization:** Prof. Dr. Hilary V. Finchum-Sung (Executive Director, Association for Asian Studies), Prof. Ji Yeon Lee (Assistant Professor in Musicology, University of Houston, USA), Prof. Dr. Dörte Schmidt (Professor in Musicology, Universität der Künste Berlin, Germany), Prof. Hyo-Gun Kim (Director of the Center for the Performing Arts and Professor in the Ewha School of Business), Prof. Namgyoo K. Park (Professor in the SNU Business School).
- **Evaluation Plan:** Each committee member will implement an evaluation once per year during the project.

○ **Project Main Strategy**

- Phase 1 (from Years 1–3)

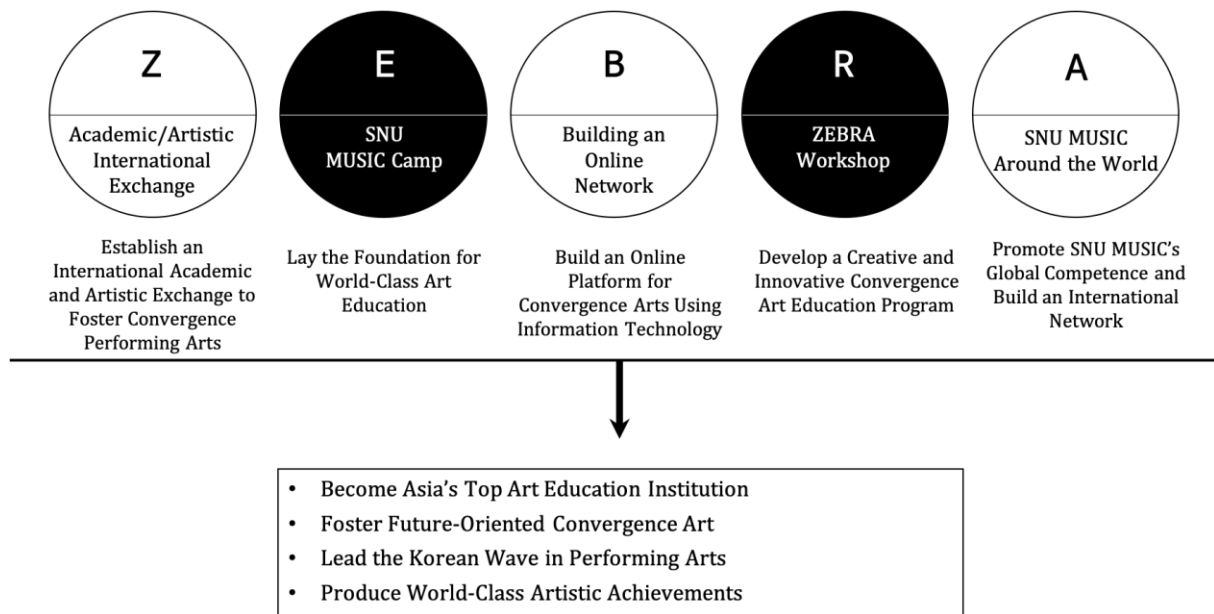
	2020	2021	2022
Z Academic/Art Exchange	Symposium (1) / Orient Express	2021 SNU Performing Arts Biennale (1)	Symposium (2) / Orient Express
E SNU MUSIC Camp	2020 International Camp	2021 International Music Camp (Feb/June)	2022 International Music Camp (Feb/June)
B Building an Online Network	Online Archive I / Telematic Concert	Online Archive II / Telematic Concert (CalArts)	Online Archive III / Telematic Concert (Stanford University)
R ZEBRA Workshop	Pluralism Art / Taiwan Performing Arts	Spatial Art / Indonesian Performing Arts	Visual and Performing Arts / Vietnamese Performing Arts
A SNU MUSIC Around the World	Asia Tour	Europe Tour	Oceania Tour

- Phase 2 (from Years 4–6)

	2023	2024	2025
Z Academic/Art Exchange	2023 SNU Performing Arts Biennale (2)	Symposium (3) / Orient Express	2025 SNU Performing Arts Biennale (3)
E SNU MUSIC Camp	2023 International Music Camp (Feb/June)	2024 International Music Camp (Feb/June)	2025 International Music Camp (Feb/June)
B Building an Online Network	Online Archive IV / Telematic Concert (Stanford University)	Online Archive V / Telematic Concert (UCB)	Online Archive VI / Telematic Concert (UCB)
R ZEBRA Workshop	Collaboration with Humanities / Indian Performing Arts	Collaboration (Univ. of Tokyo)	Video Art
A SNU MUSIC Around the World	ASEAN Tour	North America Tour	Russia and Scandinavia Tour

3. Objectives and Goals

○ **Final Goal**



○ Phase Goal

	Quantitative Goal	Qualitative Goal
Phase 1 (2020-2022)	Attain 3rd place in Asia in the QS subject rankings for performing arts, and reach the top 20 to 30 in the world.	1. Lay the foundation for artistic exploration by utilising SNU MUSIC's resources to realize the potentials in the convergent arts. 2. Prepare the groundwork for a new performing arts approach and its educational applications. 3. Recognise existing achievements in Korean performing arts and seek the possibility of development and future succession.
Phase 2 (2023-2025)	Attain 1st place in Asia in the QS subject rankings for performing arts, and reach the top 10 to 20 in the world.	1. Present a new paradigm for the establishment and distribution of the artistic achievements of the project. 2. Train artists for the Fourth Industrial Revolution through a paradigm shift in art education. 3. Build the brand name of SNU MUSIC by creating digital content.

○ Benefits and Impact

Z	Symposium: Improve academic competency through collaborating with world-class scholars.
	Biennale: (1) Promote SNU MUSIC content to the world; (2) Secure SNU MUSIC as the world's only convergent performing arts educational institution.

E	(1) Create an international education program using SNU MUSIC's excellent infrastructure; (2) Provide students with a variety of up-to-date educational programs.
B	(1) Build an archive of artistic achievements through the project; (2) Build the image of SNU MUSIC as a leader in the arts in the Fourth Industrial Revolution.
R	(1) Develop an educational program for convergence arts that is a front-runner in the era of globalization; (2) Improve recognition of SNU MUSIC's around the world.
A	(1) Promote the outstanding capabilities of SNU MUSIC's faculty and students internationally; (2) Strengthen cooperation and exchanges with partner universities.

4. Project Details

1. Zukunft

Symposium / The Orient Express

- **Necessity:** As new art forms emerge alongside technological development and acculturation in the 21st century, it is necessary to develop a new theoretical model to lead the way in contemporary performing arts.
- **Importance:** This project will invite world-class scholars who study future-oriented performing arts to discuss research exploring new trends and directions in 21st-century art, and lead the way in publishing a series of monographs in English that enhance the international reputation of SNU MUSIC.
- **Project Content:** The bi-annual symposium, to be titled "The Present and Future of 21st-Century Performing Arts", is mainly composed of special lectures (three prominent scholars to be invited), a Round Table discussion (three prominent scholars to be invited, along with two composers for the Orient Express), and a Student Seminar (with three speakers).

○ Bi-Annual Plan

	Themes	Day 1	Day 2	Day 3
2020	21st-century Performing Arts and Collaboration	(Symposium) Foreign scholars' presentations (Orient Express)	(Symposium & Orient Express) Round Table	(Symposium) Student Seminar
2022	21st-Century Performing Arts and Sound	Special lectures on compositions that use Korean traditional musical instruments		
2024	21st-Century Performing Arts and Technology	Connected Program SNU Symphony Orchestra Regular Concert of Korean Traditional Music		

○ Project Scale

Project name	Budget Estimate (thousand won)	Basis of Calculation
Symposium	40,000	See the Budget below
The Orient Express	20,000	

○ **The Main Participants**

	Participants
Prominent Scholars (Symposium)	Gundula Kreuzer (Yale University)
	Ryan Dohoney (Northwestern University)
	Dörte Schmidt (Universität der Künste Berlin)
Composers (The Orient Express)	Martyn Harry (Oxford University)
	George Hajdu (Hochschule für Musik und Theater Hamburg)

Festival: SNU Performing Arts Biennale

- **Necessity:** As the center of the arts moves to Asia and the world pays more attention to Korean art and culture, there is a need to take the lead in directing the flow of world art and culture by creating future-oriented art that combines Korean traditional art and classical music.
- **Importance:** The festival creates and distributes world-class classical music made by SNU MUSIC, builds a platform for the production of new performing arts, and expands methods of art education.
- **Project Contents:** The festival consists of major programs (concerts, showcases, Sonic Expositions) and subsidiary events (a future convergence performing arts official meeting, SNU Performing Arts Fair, Soundscape SNU and Gwanak-gu, etc.).

○ **Bi-Annual Plan**

	Themes	Day 1	Day 2	Day 3	Day 4
2021	Asia: The Center for Performing Arts	Convergence Ensemble Concert	Sonic Exposition	Music Theatre/Multimedia Performance	Film Music, Music Video Contest
2023	Festival of Nam June Paik's 90th anniversary	Opera, Chamber Music Recitals	SNU Philharmonic Orchestra Concert	(Conference and Excursion) Meeting for Future Convergence Performing Arts / SNU Campus as a Space for Performing Arts	
2025	Performing Arts: Create, Distribute, and Change	Traditional Music, <i>Changjak gugak</i>	A Showcase of Student Works	(Education) Playground of Future Convergence Performing Arts for Children / Educational Workshop on Future Convergence Performing Arts	
				(Exhibition)	

		SNU Performing Arts Fair, Soundscape Exhibition (SNU and its neighboring areas), Exhibition of Musical Instruments
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○ **Project Scale**

Project name	Budget Estimate (thousand won)	Basis of Calculation
SNU Performing Arts Biennale	90,000	See the Budget below

2. Evoluzióne

ZEBRA Performing Arts Camp / SNU International Music Camp

- **Necessity:** Given the fact that a large number of students are educated at camps abroad, there is a need for a camp where the SNU students can work with international students on the SNU campus.
- **Importance:** The camp will enable students to improve their skills through intensive short-term training by offering various programs focusing on chamber music, chorus and creative collaboration, which are relatively difficult to perform during the regular semester.
- **Project Content:** At the International Music Camp (February), students will collectively participate in educational programs on chamber music and chorus, engaging with high-quality classical music. The ZEBRA Performing Arts Camp (June) offers a variety of convergence collaboration opportunities and Stage practice experience.
- **Annual Plan**

	ZEBRA Performing Arts Camp	SNU International Music Camp
2020	Department of Composition Possibilities in Performing Arts: Using AI and New Technology	
	Department of Korean Music New Interpretation of Traditional Music and Stage Performance	
2021	Department of Composition Producing Music Theater and Pluralism Art	Department of Instrumental Music Ensemble of Various Combinations
	Department of Korean Music Collaboration with Students from International Exchange Schools	Department of Vocal Music Workshop for Contemporary Vocal Works
2022-2025 (to be confirmed later)		

○ **Project Scale**

Project name	Budget Estimate (thousand won)	Basis of Calculation
SNU International Music Camp	60,000	See the Budget below
ZEBRA Performing Arts Camp		

3. Bridge

Build an Online Archive / Telematic Platform & Concert

- **Necessity:** There is a need to build an online platform for Project ZEBRA in order to publicize the project's achievements and allow people overseas to connect with its goals and activities.
- **Importance:** The annual telematic concert, which enables simultaneous performances between different continents and cities, can be used to realize the vision of the Fourth Industrial Revolution to combine technology and art.
- **Project Content:** (1) To build an online archive and make it a virtual venue for publicizing the creative achievements of the project; (2) A telematic concert will be held once a year and the facilities for the convergence multi-lab will be used as a permanent platform for the concerts.
- **Annual Plan**

	Theme	Main Venue
2020	The Sound of Music and High-Tech Science (Speaker: David Rosenboom)	Seoul National University
2021	Resonance and Reverberation of the Globe and Technology	Seoul National University
2022-2025 (to be confirmed later)		

- **Project Scale**

Project name	Budget Estimate (thousand won)	Basis of Calculation
Build an Online Archive	40,000	See the Budget below
Telematic Platform/Concert	20,000	

4. Révolution ZEBRA Workshop

- **Necessity:** Since traditional educational methods have limitations in cultivating creative human resources for the Fourth Industrial Revolution, there is a need for flexible methods of education to supplement existing ones.
- **Importance:** In order to produce a new generation of experts in performing arts (including graduate students), it is important to promote practical experiences through workshops with various world-class artists.
- **Project Content:** Hold classes during the regular/seasonal semester (Workshop for Music Theater, Field Training for Performance, Mixed Music, etc.), design new classes for the convergence arts, and arrange workshops/special lectures during the semester.
- **Annual Plan / Main Participants**

	Venue	Plan and Participants
2020	Gwanak Campus (Collaboration with College of Humanities,	Pluralism Art (Chang Yeop Ock), Asian Performing Arts (Taiwan National University of Arts, Taiwan), Modern Dance (International Choreographer), etc.
2021		Spatial Art (Jong-wan Kim), Asian Performing Arts (Gamelan, Indonesia), Music Drama, etc.

2022	Fine Arts, Education, etc.)	Visual Arts (Collaboration with the College of Fine Arts, SNU), Asian Performing Arts (Vietnam Folk Art), Popular Arts (various artists from SNU), etc.
2023	Gwanak and Siheung Campus (Educational Center of Asian Performing Arts)	Performing Arts in collaboration with the College of Humanities, Asian Performing Arts (Indian Traditional Music), the Anniversary of the Opening of the Performing Arts Center on the Siheung Campus, etc.
2024		New Media Art in collaboration with the College of Engineering, Asian Performing Arts (Collaboration with University of Tokyo), and International Collaboration (Short-Term Project on the Siheung Campus), etc.
2025		Video Art (Film Director Hun Jang), Asian Performing Arts (University of Tokyo), International Collaboration (Short-Term Project on the Siheung Campus), etc.

○ **Project Scale**

Project name	Budget Estimate (thousand won)	Basis of Calculation
ZEBRA Workshop	30,000	See the Budget below

5. Ars

SNU MUSIC Across the World

- **Necessity:** Seek opportunities to promote the artistic capabilities of SNU MUSIC artists.
- **Importance:** Expand the musical and cultural horizon of the entire body of SNU MUSIC, establish a global network, and lead the performing arts world through experience on the international stage.
- **Project Contents:** (1) Visit universities with mutual exchange agreements worldwide; (2) Have 2-3 ensemble concerts annually to promote the excellence of SNU MUSIC, with performances by faculty, students, and local alumni.
- **Annual Plan**

	Countries	Details
2020	Asia (China, Singapore, Taiwan)	Beijing Central Conservatory of Music, China YST Conservatory of Music, Singapore Chinese Culture University, Taiwan
2021	Europe (Switzerland, Finland, Hungary)	Geneva University of Music, Switzerland Sibelius Academy, Finland Franz Liszt Academy of Music, Hungary
2022	Oceania (Australia, New Zealand)	Sydney Conservatorium, Melbourne School of Music, Australia University of Auckland, New Zealand
2023	ASEAN countries (Thailand, Vietnam, Indonesia)	Chulalongkorn University, Thailand Royal Music School, Vietnam National Academy of Music, Vietnam Daya Indonesia Performing Arts Academy, Indonesia
2024	North America (United States, Canada)	LA Conservatory of Music, USC Thornton School of Music, S.F. Conservatory of Music, USA

		Vancouver Academy, Canada
2025	New Connections (Russia, Norway, Sweden)	Moscow Music School, Russia Norwegian Academy of Music in Oslo, Norway Royal College of Music in Stockholm, Sweden

○ **Project Scale**

Project name	Budget Estimate (thousand won)	Basis of Calculation
SNU MUSIC Across the World	60,000 / 90,000	Budget changes every other year (See the Budget below)

5. Project Management

- **Plans for Project Evaluation:** Four or more committee meetings will be held for evaluation purposes across the duration of the project.
 - Evaluations by the External Evaluation Committee: Each committee member submits an evaluation once a year
 - On-Campus Advisory Committee Meetings: Once a year
 - Self-Evaluation Committee Meetings: Twice a year
 - In particular, the project requests that the External Evaluation Committee provides quantitative and qualitative evaluations with regard to the project output, in order to continuously oversee the progress of the entire project.
- **Project Evaluation Indicators**
 - Quantitative Evaluation

Criteria	Indicators	Score
Project Quality (30)	Qualitative Excellence and Creativity of Project Output	15
	Originality of Project Output	15
Artistic/Educational Contribution (30)	Degree of Contribution to Arts and Culture	15
	Degree of Contribution to Education	15
Achievement of Project Goals (20)	Efforts to Achieve Goals	10
	Degree of Attainment of the Goals	10
Rationality of Project Execution (20)	Transparency of Project Execution	10
	Appropriateness of Project Execution	10
Total		100

- Qualitative Evaluation: Evaluators will freely describe their opinions on the project, leaving room to express views that are not addressed in the quantitative evaluation.

PART C. Biographical Sketch

▪ Project Manager: Dean Sangjick Jun

Education
<ul style="list-style-type: none"> - B. M. and M. M., Composition, Seoul National University (1982–1992) - Mag. M., Universität Mozarteum, Salzburg (1992–1995) - Professor in Composition, Seoul National University (2000–)
Award
<ul style="list-style-type: none"> - Korean Compositional Awards 2004, 2006, 2010 and 2016.
Leadership
<ul style="list-style-type: none"> - Associate Dean of SNU MUSIC (2011–2013, 2015–2016) - Dean of SNU MUSIC (2016–) - Executive member of several Composers' groups such as ISCM, ACL, UNJI, Changakhoe, Miraeakhoe, Opus 130-741, TACM, and Association for the Promotion of Korea Art Song.
International Lectures
<ul style="list-style-type: none"> - Dec 2003. "The Harmony in the Neo-romantic Works by Krzysztof" (Music Academy Cracow in Poland) - Apr 2008. "Tone-Color as a musical parameter" (Yanbian University, China) - Oct 2008. "Klangfarbe als musikalische Parameter" (Universität Mozarteum, Salzburg, and Hochschule für Musik, Mannheim) - Apr 2008. "Harmonie, die grundsätzliche Grundlage für die fragmentarische Metamorphose" (Universität Mozarteum, Salzburg, and Capital Normal University, China) - June 2013. "Harmonische Einheit und sonoristische Vielfältigkeit" (Universität Mozarteum, Salzburg)
Academic Accomplishments
<p><u>Publications (Books)</u></p> <ul style="list-style-type: none"> - <i>Guidance for Studying Harmony</i>. Seoul: Sumundang, 1992, rev. 2005. - <i>Introduction to the Compositional Technique of Bela Bartok</i>. Seoul: Sumundang, 2002. - <i>Compositional Technique of Olivier Messiaen through '20 Regards'</i>. Seoul: Eumakchunchoo, 2008. - <i>Principle of Music</i>. Seoul: Eumakchunchoo, 2014, rev. 2017. <p><u>Publications (CDs)</u></p> <ul style="list-style-type: none"> - <i>Inspired from Without</i>. Seoul: Sound Sketch, 2011. - <i>Lines and Songs</i>. Seoul: Sound Sketch, 2011.

PART D. Budget Plan

(Unit: Thousand Won)

Project	Z	E	B	R	A	Total
Budget	90,000 (60,000)*	60,000	60,000	30,000	60,000 (90,000)*	300,000

* 'Z: Academic/Art International Exchange' is largely divided into the Symposium (and Orient Express) and the Biennale. In the year of the Symposium, 30 million won of the budget would be spent on 'A: SNU MUSIC Across the World.'

▪ Annual Budget (Year 1): **300,000,000 (KRW)**

Item	Budget	Descriptions
Z Symposium	40,000,000	Expenses for Inviting Foreign Prominent Scholars - [Daily Expenses (\$50 x 3 days) + Accommodation Fees (\$100 x 3 days) + Food Expenses (\$140 x 3 days) + Flight Fares (1,500,000) + Special Lecture (2,500,000)] x 3 persons = 15,000,000 Publish a Series of Research Books - 2 Editorial Members: 500,000 x 2 persons = 1,000,000 Student Seminar - 3 Students: 500,000 x 3 persons = 1,500,000 Promotion - Producing Posters and Programs = 1,500,000 Staff - 5 Staff Members: 1,280,000 x 5 persons = 6,400,000 - One Administrative Personnel: 3,600,000 x 1 person = 3,600,000 Meeting Expenses - 10 meetings x 200,000 = 2,000,000
Z The Orient Express	20,000,000	Expenses for Inviting Foreign Prominent Composers - [Daily Expenses (\$50 x 3 days) + Accommodation Fees (\$100 x 3 days) + Food Expenses (\$140 x 3 days) + Flight Fares (1,500,000) + Commission Fee (2,500,000)] x 2 persons = 10,000,000 Production Fee - 10,000,000 (for a performance at the Biennale)
E SNU International Music Camp & ZEBRA	60,000,000	Expenses for Inviting Foreign Prominent Artists - [Daily Expenses (\$50 x 3 days) + Accommodation Fees (\$100 x 3 days) + Food Expenses (\$140 x 3 days) + Flight Fares (1,500,000) + Special Lecture (2,500,000)] x 6 persons = 30,000,000 Food Expenses

Performing Arts Camp		<ul style="list-style-type: none"> - Lunch for Participating Students and Evaluation Meeting: 15,000,000 Rental Equipment <ul style="list-style-type: none"> - Rental of Lighting and Special Equipment: 5,000,000 Promotion <ul style="list-style-type: none"> - Promotional Costs for Posters and Individual Events: 4,400,000 International Exchange <ul style="list-style-type: none"> - Exchange Cooperation Expenses: 2,000,000 Staff <ul style="list-style-type: none"> - Administrative Personnel: 3,600,000 x 1 person = 3,600,000 * Extra Budget: 8,000,000 (Applications for research support by department)
B Build an Online Archive	40,000,000	Homepage Design <ul style="list-style-type: none"> - Foundation Design: 16,000,000 - Information Updates and Design: 3,000,000 - External Server Fee: 1,000,000 - External Domains and Maintenance Expenses: 20,000 Press Team <ul style="list-style-type: none"> - Team Leader: 2,000,000 x 1 person = 2,000,000 - Reporters: 500,000 x 5 persons = 2,500,000 - Photography and Recordings of Music and Video: 10,000,000 - Photo Acoustics Video Teams: 5,000,000 x 2 teams = 10,000,000 Homepage Management <ul style="list-style-type: none"> - Homepage manager: 3,680,000 x 1 person = 3,680,000 Staff <ul style="list-style-type: none"> - Administrative Personnel: 1,800,000 x 1 person = 1,800,000
B Telematic Platform & Concert	20,000,000	Telematic Platform <ul style="list-style-type: none"> - Seminar Fee: 2,000,000 - Platform Construction Fee: 2,000,000 - Reward for Acoustic Director: 1,000,000 - Promotion Fee: 700,000 Telematic Concert <ul style="list-style-type: none"> - Rental Fee for Video Equipment: 2,500,000 (inc. 2 cameras, projector, etc.) - Cost of Video Equipment: 1,500,000 (Performer's Monitors: 500,000 x 3 monitors) - Rental Fee for Acoustic Equipment: 1,000,000 (inc. 6 microphones, cable, mixer) - High Speed Internet Installation and Maintenance Costs: 500,000

		<ul style="list-style-type: none"> - Operation Board Expenses: 100,000 x 4 persons x 5 times (4 rehearsals + 1 performance) = 2,000,000 - Platform Support Fee for International Partners: 2,500,000 x 2 schools = 5,000,000 (inc. performance fees for 3 to 4 persons, commission fee, etc.) <p>Staff</p> <ul style="list-style-type: none"> - Administrative Personnel: 1,800,000 x 1 person = 1,800,000
R ZEBRA Workshop	30,000,000	<p>Expenses for Inviting Lecturer</p> <ul style="list-style-type: none"> - [Daily Expenses (50 x 3 days) + Accommodation Fees (100 x 3 days) + Food Expenses (140 x 3 days) + Flight Fares (1,500,000 + Special Lecture 2,500,000] x 3 persons = 15,000,000 <p>Workshop Progress</p> <ul style="list-style-type: none"> - Practice Expenses of Student Participation: 100,000 x 13 persons x 5 times = 6,500,000 <p>International Exchange</p> <ul style="list-style-type: none"> - International Workshop and Exchange Cooperation: 4,000,000 <p>Promotion</p> <ul style="list-style-type: none"> - Promotional Costs for Posters and Individual Events: 900,000 <p>Staff</p> <ul style="list-style-type: none"> - Administrative Personnel: 3,600,000 x 1 person = 3,600,000
A SNU MUSIC Across the World	90,000,000	<p>Flight Fares and Freight Charge</p> <ul style="list-style-type: none"> - 1,600,000 x 25 members (inc. professors, assistants, and students) = 40,000,000 <p>Costs of Local Stay</p> <ul style="list-style-type: none"> - Accommodation and Meals: 26,000,000 <p>Performance Fee</p> <ul style="list-style-type: none"> - Alumni and Students: 10,000,000 <p>International Exchange</p> <ul style="list-style-type: none"> - Exchange Cooperation Expenses: 5,000,000 <p>Promotion</p> <ul style="list-style-type: none"> - Promotional Costs for Posters and Individual Events: 5,400,000 <p>Staff</p> <ul style="list-style-type: none"> - Administrative Personnel: 3,600,000 x 1 person = 3,600,000
Total		300,000,000 (KRW)

▪ **Annual Budget (Year 2):**

300,000,000 (KRW)

Item	Budget	Descriptions
Z SNU Performing Arts Biennale	90,000,000	<p>Expenses for Inviting Foreign Prominent Artists - [Daily Expenses (\$50 x 3 days) + Accommodation Fee (\$100x 3 days) + Food Expenses (\$140 x 3days) + Flight Fare (1,500,000) + Special Lecture (2,500,000)] x 3 persons = 15,000,000</p> <p>Sessions for Performers and Recording - SNU MUSIC Students and External Performers: 100,000 x 90 persons = 9,000,000 - Performers in the Recording Session: 200,000 x 30 persons = 6,000,000</p> <p>Recording / Photographing - Live Recording Engineer (5 persons) = 6,000,000 - Studio Recording Engineer (3 persons) = 3,000,000 - Post Production Engineer (2 persons) = 5,000,000 - Studio Rental: 1,000,000</p> <p>Rental of Equipment and Video - Rental of Stage Setting: 10,000,000 - Rental of Items: 6,400,000 - Purchasing Video Recording: 3,000,000</p> <p>Rental Fee - SNU Art Museum Auditorium and Other Venue: 5,000,000</p> <p>Equipment Management - Piano Tuning and Equipment Management Personnel: 400,000 x 5 persons = 2,000,000</p> <p>Promotion - Producing Posters and Programs: 8,000,000</p> <p>Staff - 10 Staff Members: 500,000 x 10 persons = 5,000,000</p> <p>Meeting Expenses - 200,000 x 10 meetings = 2,000,000</p> <p>Staff - Administrative Personnel: 3,600,000 x 1 person = 3,600,000</p>
E SNU Internationa	60,000,000	<p>Expenses for Inviting Foreign Prominent Artists - [Daily Expenses (\$50 x 3 days) + Accommodation Fees (\$100 x 3 days) + Food Expenses (\$140 x 3 days) + Flight</p>

1 Music Camp & ZEBRA Performing Arts Camp		<p>Fares (1,500,000) + Special Lecture (2,500,000)] x 6 persons = 30,000,000</p> <p>Food Expenses</p> <p>- Lunch for Participating Students and Evaluation Meeting: 15,000,000</p> <p>Rental Equipment</p> <p>- Rental of Lighting and Special Equipment: 5,000,000</p> <p>Promotion</p> <p>- Promotional Costs for Posters and Individual Events: 4,400,000</p> <p>International Exchange</p> <p>- Exchange Cooperation Expenses: 2,000,000</p> <p>Staff</p> <p>- Administrative Personnel: 3,600,000 x 1 person = 3,600,000 * Extra Budget: 8,000,000 (Applications for research support by department)</p>
B Build an Online Archive	40,000,000	<p>Homepage Design</p> <p>- Foundation Design: 16,000,000 - Information Update and Design: 3,000,000 - External Server Fee: 1,000,000 - External Domains and Maintenance Expenses: 20,000</p> <p>Press Team</p> <p>- Team leader: 2,000,000 x 1 person = 2,000,000 - Reporter: 500,000 X 5 persons = 2,500,000 - Photography and Recording of Music and Video: 10,000,000 - Photo Acoustics Video Team: 5,000,000 x 2 teams = 10,000,000</p> <p>Homepage Management</p> <p>- Homepage Manager: 3,680,000 x 1 person = 3,680,000</p> <p>Staff</p> <p>- Administrative Personnel: 1,800,000 x 1 person = 1,800,000</p>
B Telematic Platform & Concert	20,000,000	<p>Telematic Platform</p> <p>- Seminar Fee: 2,000,000 - Platform Construction Fee: 2,000,000 - Reward for Acoustic Director: 1,000,000 - Promotion Fee: 700,000</p> <p>Telematic Concert</p> <p>- Rental Fees for Video Equipment: 2,500,000 (inc. two cameras, projector, etc.) - Cost of Video Equipment: 1,500,000 (Performer's Monitors: 500,000 x 3 monitors)</p>

		<ul style="list-style-type: none"> - Rental Fees for Acoustic Equipment: 1,000,000 (inc. six microphones, cable, mixer) - High Speed Internet Installation and Maintenance Costs: 500,000 - Operation Board Expenses: 100,000 x 4 persons x 5 times (4 rehearsals + 1 performance) = 2,000,000 - Platform Support Fee for International Partners: 2,500,000 x 2 schools (inc. performance fees for 3 to 4 persons, commission fee, etc.) = 5,000,000 <p>Staff</p> <ul style="list-style-type: none"> - Administrative Personnel: 1,800,000 x 1 person = 1,800,000
R ZEBRA Workshop	30,000,000	<p>Expenses for Inviting Lecturer</p> <ul style="list-style-type: none"> - [Daily Expenses (\$50 x 3 days) + Accommodation Fees (\$100 x 3 days) + Food Expenses (\$140 x 3 days) + Flight Fares (1,500,000) + Special Lecture (2,500,000)] x 3 persons = 15,000,000 <p>Workshop Progress</p> <ul style="list-style-type: none"> - Practice Expenses for Student Participation: 100,000 x 13 persons x 5 times = 6,500,000 <p>International Exchange</p> <ul style="list-style-type: none"> - International Workshop and Exchange Cooperation: 4,000,000 <p>Promotion</p> <ul style="list-style-type: none"> - Promotional Costs for Posters and Individual Events: 900,000 <p>Staff</p> <ul style="list-style-type: none"> - Administrative Personnel: 3,600,000 x 1 person = 3,600,000
A SNU MUSIC Across the World	60,000,000	<p>Flight Fares and Freight Charge</p> <ul style="list-style-type: none"> - 1,150,000 x 20 members (inc. professors, assistants, and students) = 23,000,000 <p>Costs of Local Stay</p> <ul style="list-style-type: none"> - Accommodation and Meals: 15,000,000 <p>Performance Fee</p> <ul style="list-style-type: none"> - Alumni and Students: 8,000,000 <p>International Exchange</p> <ul style="list-style-type: none"> - Exchange Cooperation Expenses: 5,000,000 <p>Promotion</p> <ul style="list-style-type: none"> - Promotional Costs for Posters and Individual Events: 5,400,000 <p>Staff</p> <ul style="list-style-type: none"> - Administrative Personnel: 3,600,000 x 1 person = 3,600,000
Total		300,000,000 (KRW)

▪ **Annual Budget(Year 3):**

300,000,000 (KRW)

Item	Budget	Descriptions
Z Symposium	40,000,000	Expenses for Inviting Foreign Prominent Scholars - [Daily Expenses (\$50 x 3 days) + Accommodation Fees (\$100 x 3 days) + Food Expenses (\$140 x 3 days) + Flight Fares (1,500,000) + Special Lecture (2,500,000)] x 3 persons = 15,000,000 Publish a Series of Research Books - 2 Editorial Members: 500,000 x 2 persons = 1,000,000 Student Seminar - 3 Students: 500,000 x 3 persons = 1,500,000 Promotion - Producing Posters and Programs: 1,500,000 Staff - 5 Staff Members: 1,280,000 x 5 persons = 6,400,000 - Administrative Personnel: 3,600,000 x 1 person = 3,600,000 Meeting Expenses - 200,000 x 10 meetings = 2,000,000
Z The Orient Express	20,000,000	Expenses for Inviting Foreign Prominent Composers - [Daily Expenses (\$50 x 3 days) + Accommodation Fees (\$100 x 3 days) + Food Expenses (\$140 x 3 days) + Flight Fares (1,500,000) + Commission Fee (2,500,000)] x 2 persons = 10,000,000 Production Fee - 10,000,000 (Perform at the Festival after a year)
E SNU International Music Camp & ZEBRA Performing Arts Camp	60,000,000	Expenses for Inviting Foreign Prominent Artists - [Daily Expenses (\$50 x 3 days) + Accommodation Fees (\$100 x 3 days) + Food Expenses (\$140 x 3 days) + Flight Fares (1,500,000) + Special Lecture (2,500,000)] x 6 persons = 30,000,000 Food Expenses - Lunch for Participating Students and Evaluation Meeting: 15,000,000 Rental Equipment - Rental of Lighting and Special Equipment: 5,000,000 Promotion - Promotional Costs for Posters and Individual Events: 4,400,000 International Exchange - Exchange Cooperation Expenses: 2,000,000 Staff

		<ul style="list-style-type: none"> - Administrative Personnel: 3,600,000 x 1 person = 3,600,000 * Extra Budget: 8,000,000 (Applications for research support by department)
B Build an Online Archive	40,000,000	Homepage Design <ul style="list-style-type: none"> - Foundation Design: 16,000,000 - Information Update and Design: 3,000,000 - External Server Fee: 1,000,000 - External Domains and Maintenance Expenses: 20,000 Press Team <ul style="list-style-type: none"> - Team Leader: 2,000,000 x 1 person = 2,000,000 - Reporter: 500,000 x 5 persons = 2,500,000 - Photography and Recording of Music and Video: 10,000,000 - Photo Acoustics Video Team: 5,000,000 x 2 teams = 10,000,000 Homepage Management <ul style="list-style-type: none"> - Homepage manager: 3,680,000 Staff <ul style="list-style-type: none"> - Administrative Personnel: 1,800,000 x 1 person = 1,800,000
B Telematic Platform & Concert	20,000,000	Telematic Platform <ul style="list-style-type: none"> - Seminar Fee: 2,000,000 - Platform Construction Fee: 2,000,000 - Reward for Acoustic Director: 1,000,000 - Promotion Fee: 700,000 Telematic Concert <ul style="list-style-type: none"> - Rental Fee for Video Equipment: 2,500,000 (inc. 2 cameras, projector, etc.) - Cost of Video Equipment: 1,500,000 (Performer's Monitors: 500,000 x 3 monitors) - Rental Fee of Acoustic Equipment: 1,000,000 (6 microphones, cable, mixer) - High Speed Internet Installation Maintenance Costs: 500,000 - Operation Board Expenses: 100,000 x 4 persons x 5 times (4 rehearsals + 1 performance) = 2,000,000 - Platform Support Fee for International Partners: 5,000,000 2,500,000 x 2 schools (inc. performance fees for 3 to 4 persons, commission fee, etc.) Staff <ul style="list-style-type: none"> - Administrative Personnel: 1,800,000 x 1 person = 1,800,000

<p>R</p> <p>ZEBRA Workshop</p>	<p>30,000,000</p>	<p>Expenses for Inviting Lecturer</p> <p>- [Daily Expenses (\$50 x 3 days) + Accommodation Fees (\$100 x 3 days) + Food Expenses (\$140 x 3 days) + Flight Fare (1,500,000) + Special Lecture (2,500,000)] x 3 persons = 15,000,000</p> <p>Workshop Progress</p> <p>- Practice Expenses for Student Participation: 100,000 x 13 persons x 5 times = 6,500,000</p> <p>International Exchange</p> <p>- International Workshop and Exchange Cooperation: 4,000,000</p> <p>Promotion</p> <p>- Promotional Costs for Posters and Individual Events: 900,000</p> <p>Staff</p> <p>- Administrative Personnel: 3,600,000 x 1 person = 3,600,000</p>
<p>A</p> <p>SNU MUSIC Across the World</p>	<p>90,000,000</p>	<p>Flight Fare and Freight Charge</p> <p>- 1,600,000 x 25 members (inc. professors, assistants, and students) = 40,000,000</p> <p>Costs of Local Stay</p> <p>- Accommodation and Meals: 26,000,000</p> <p>Performance Fee</p> <p>- Alumni and Students: 10,000,000</p> <p>International Exchange</p> <p>- Exchange Cooperation Expenses: 5,000,000</p> <p>Promotion</p> <p>- Promotional Costs for Posters and Individual Events: 5,400,000</p> <p>Staff</p> <p>- Administrative Personnel: 3,600,000 x 1 person = 3,600,000</p>
<p>Total</p>	<p>300,000,000 (KRW)</p>	

References

▪ List of Principal Participants

- Principal Project Managers in SNU MUSIC

Project Manager	Prof. Sangjick Jun
Executive Management	Prof. Hee Sook Oh
Planning and Management	Prof. Ensik Choi
Principal Project Managers (Alphabetically)	Prof. Uzong Choe
	Prof. Yoon Jeong Heo
	Prof. Seunghyun Attila Jun
	Prof. Kyu Yeon Kim
	Prof. Kyung-ah Kim
	Prof. SngKn Kim
	Prof. Youngsun Kim
	Prof. Jisoo Lee
	Prof. Kyung Sun Lee
	Prof. Shinuh Lee
	Prof. Hye Ri Yoon

English CV Page: <http://music.snu.ac.kr/board/snu1010project>

- Advisory Committee in SNU

Prof. Eun Mee Kim	Dept. of Communication
Prof. Jong Geon Lee	Dept. of Sculpture
Prof. Eun-Young Shin	Interdisciplinary Program in Performing Art Studies
Prof. Wook Song	Dept. of Physical Education

- External Evaluation Committee

Prof. Dr. Hilary V. Finchum-Sung	Executive Director	Association for Asian Studies, USA
Prof. Hyo-Gun Kim	Director of the Center for the Performing Arts and Professor	School of Business, Ewha Womans University, Korea
Prof. Ji Yeon Lee	Assistant Professor in Musicology	University of Houston, USA
Prof. Namgyoo K. Park	Professor in Business	Graduate School of Business, Seoul National University, Korea
Prof. Dr. Dörte Schmidt	Professor in Musicology	Universität der Künste Berlin, Germany

Agreement Form of the Advisory Committee and External Evaluation Committee Page:
<http://music.snu.ac.kr/board/snu1010project>

▪ **Related Previous Projects**

SNU MUSIC has been selected for the SNU World Leading Project in 2019 and carrying out three sub-projects; (1) 21st-Century Technology and Contemporary Music (Conference, Concerts, and Convergence Courses; (2) SNU MUSIC in World: Concert Tour of the faculty and student ensembles; (3) Convergence Project of Music and Technology: Building Telematic Concerts and Platforms.

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▪ **Diagrams**

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