

Bachelor of Music 2017 Implementation Report

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Date: April 12, 2017

Recommendation to be Implemented	Responsibility for Implementation	Responsibility for Resourcing	Anticipated Completion Date
Initiate a strategic planning process for the Faculty (Reviewers' Recommendation #1).	Dean, Associate Dean, Faculty	n/a	Fall 2015 or before
<p>2016 Comments</p> <p>Unit Comments: The development of a strategic plan has been ongoing throughout the 2015/16 academic year. The development of the BMus in Community Music was given priority; it is clear to the Faculty of Music that the BMus (CM) will deeply implicate the strategic plan, and its development consumed the lion's share of available human resources, delaying the completion of a strategic plan. The strategic plan is now scheduled to be completed during the Spring/Summer of 2016 and will focus on five areas: faculty complement and renewal; the recently approved stream BMus - Community Music; a major renovation to the Aird Building and practice facilities; the Laurier Conservatory of Music; potential development of two new graduate programs: PhD in Music Therapy/Community Music and MMus in Performance, leveraging existing strengths of the Faculty and further differentiating Laurier's offerings amongst peer institutions.</p> <p>Decanal Comments: A Strategic Planning Retreat was held May 17 to review various initiatives underway, planned or contemplated for the next few years. The Associate Deans drafted a document that formed the basis of a very fruitful discussion. The Plan is now virtually complete and charts the way forward for the Faculty of Music to 2020.</p> <p>PRS Comments: Please provide an update with any further progress made toward the implementation of this recommendation in next year's report.</p>			
<p><input checked="" type="checkbox"/> Completed <input type="checkbox"/> In Progress <input type="checkbox"/> Other</p>			
<p>2017 Unit Comments: The Strategic Plan was approved by Divisional Council September 2016. Please see the attachment <i>F of M Strategic Plan 2016 FINAL</i></p>			
<p>2017 Decanal Comments: The strategic plan has been approved by the Faculty of Music divisional council and now forms the basis for guiding progress toward 2020.</p>			
<p>2017 PRS Comments: The committee concurs that the recommendation is completed, and there is no need to report on it further.</p>			

Recommendation to be Implemented	Responsibility for Implementation	Responsibility for Resourcing	Anticipated Completion Date
Continue—and make ongoing—the process of curricular reform (Reviewers' Recommendation #2).	Dean, Associate Dean, Faculty	n/a	Ongoing

2016 Comments

Unit Comments: The BMus in Community Music is the most significant development in the curriculum in many years. This program has spurred thinking amongst the faculty to find more intersections between new and existing concentrations and will position the Faculty of Music to explore and create international linkages and as well as acting as a pathway to local and regional communities. Further development in the areas of composition, the comprehensive stream, and the Music Minor are anticipated as a direct result of the new program.

Decanal Comments: Curriculum reform is ongoing and, as noted, the highly innovative and sector-leading BMus (CM) will be launched this fall. Demand has already exceeded projections. The Strategic Plan incorporates further curricular reforms at the undergraduate level (e.g., a completely revamped comprehensive program) and a couple of major new curricular initiatives at the graduate level. To be relevant we must be flexible and adaptable and, in this regard, nothing is more important than purposeful curricular reform.

PRS Comments: The committee looks forward to hearing any updates related to this recommendation in next year's report.

Completed In Progress Other

2017 Unit Comments: Completion of the design of upper-level program components of the BMus in Community Music continues to be a priority as students move to the upper years. The Faculty of Music is in the process of interviewing candidates for a full-time faculty member whose main responsibility will be the administration of and teaching within that program. Once that position is filled, we will be in an even better position to strengthen existing links to community programming and to develop new connections, both to local and regional programs and venues, but also international ones. As the upper-level portion of the curriculum for the BMus in Community Music is still being developed, possible intersections with other music programs have yet to be determined. It should be noted that the innovative and forward-looking nature of the Community Music program is already having a positive impact on our curriculum through the presence of a more diverse student cohort and one, moreover, which has demonstrated extremely advanced aural skills. It is also expected that the new BMus Community Music will have a significant impact on our Music Education concentration and undergraduate Music Therapy program.

Given the fact that the Associate Dean: Internal, who would have been charged with shepherding through changes to the Music Minor and Comprehensive concentration, has been seconded to the position of Acting Dean for the winter term of 2017, these latter two initiatives will resurface in the 2017-2018 academic year. In addition, the Associate Dean: External has initiated links with the Kinesiology Department for a possible shared minor.

In terms of graduate program initiatives, the Strategic Plan identified two areas for consideration: an MMus in Performance and a PhD in Community Music Therapy. The MMus in Performance is in early planning stages, with several committee meetings having already taken place. The degree nomenclature is not yet confirmed, but all indications point to something like MMus in Performance: Collaboration, Creation and Curation; the program is expected to combine composition, instrumental/vocal performance, chamber music and opera. Discussions concerning the potential PhD have yet to begin. While it is agreed that the Faculty of Music would be the logical home for this graduate initiative, it is felt that consideration of this proposal cannot begin until details of the new budget model are provided and a commitment from the Ontario government for graduate program funding is secured.

2017 Decanal Comments: As noted in the unit comments, some of the curricular reform initiatives were completed in 2016 (e.g., combining the History and Theory concentrations into a single credential; streamlining the Performance area concentrations) and others which had been slated for Winter/Spring 2017 were interrupted when the Associate Dean: Internal was seconded to the position of Acting Dean, without replacement in the Associate position. An unexpected retirement in the Composition area also delayed some much-needed reforms as well. These efforts shall all resume in 2017/18. Curricular reform is an ongoing concern of the Faculty that may not require annual updates to the PRS as a separate recommendation. It is part of the normal operation of a Faculty that has always prided itself on strategic changes to remain current and competitive.

2017 PRS Comments: The committee agrees with the Dean that curricular reform is an ongoing process and that the spirit of the recommendation has been satisfied. There is no need to report on it further.

Recommendation to be Implemented	Responsibility for Implementation	Responsibility for Resourcing	Anticipated Completion Date
Continue the tiered system of master classes, Music 100, and the 3-year skills program (Reviewers' Recommendation #3).	n/a	n/a	Ongoing
Recommendation completed (2016).			

Recommendation to be Implemented	Responsibility for Implementation	Responsibility for Resourcing	Anticipated Completion Date
Move forward to incorporate the Beckett School under the auspices of the Faculty (Reviewers' Recommendation #15).	Dean, Associate Dean, Board of Governors	Faculty of Music	April 2015 for BOG Approval, September 2015 to commence operations.
Recommendation completed (2016).			

Recommendation to be Implemented	Responsibility for Implementation	Responsibility for Resourcing	Anticipated Completion Date
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Create a second Associate Dean position (Reviewers' Recommendation #12).	Dean	Faculty of Music	Summer 2015
Recommendation completed (2016).			

Recommendation to be Implemented	Responsibility for Implementation	Responsibility for Resourcing	Anticipated Completion Date
Elevate the fundraising for the new Performance wing into a top priority for the University, and include in the work a renovation of the practice spaces and a new entrance to the Faculty (Reviewers' Recommendation #9).	Development, Dean, Faculty	Development	To be determined.
No further reporting required (2016).			

Recommendation to be Implemented	Responsibility for Implementation	Responsibility for Resourcing	Anticipated Completion Date
Institute regular (perhaps biennial) Festivals and other integrative events for the entire Faculty (Reviewers' Recommendation #6).	Associate Dean, Faculty, Staff	Development	2016-2017 academic year
No further reporting required (2016).			

Recommendation to be Implemented	Responsibility for Implementation	Responsibility for Resourcing	Anticipated Completion Date
Engage the Faculty of Arts in planning for a BA in Music as well as a minor (Reviewers' Recommendation #7).	Associate Dean, Faculty in Music and Arts	n/a	Fall 2016
Recommendation completed (2016).			

Recommendation to be Implemented	Responsibility for Implementation	Responsibility for Resourcing	Anticipated Completion Date
Produce additional flexibility by reducing specialization requirements and increasing the number of credits	Faculty, Senate	Dean	Fall 2016 (for producing greater flexibility; it remains to be seen if Divisional Council/Senate

requirement for the BMus to 22 (Reviewers' Recommendation #5).			deems an increase in credit hours appropriate).
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2016 Comments

Unit Comments: In light of other changes in the Faculty as a whole, serious consideration of this recommendation has not yet occurred. Once the implications of the new budget model that will be introduced next year are more clearly understood, Divisional Council will be in a better position to consider this recommendation.

Decanal Comments: One of the initiatives arising from the Strategic Planning Retreat in May is a move to simplify our programs and to introduce greater flexibility for students. Attention will be focused on these two initiatives in the fall.

PRS Comments: The committee looks forward to an update on progress made in this area in next year's report.

Completed In Progress Other

2017 Unit Comments: The new BMus Community Music was designed with considerable elective space, which addresses the need for flexibility in individual program design. Moreover, adding the teaching cost of 2 full course credits (an additional 10% over the current 20 credits) is unrealistic, particularly in the absence of details around the new budget model. We can, however, report one instance of program simplification and flexibility: the Music History and Music Theory concentrations have been merged into the new Music History, Theory, and Critical Analysis concentration. This is designed to allow students more flexibility in choosing their upper-level required courses, balancing theory courses with history and music-culture courses at the 300- and 400-levels. Although students can elect to mimic either the previous theory or history concentration, they now have the flexibility to combine these two foci according to their interests and work with faculty members in both of those disciplines.

2017 Decanal Comments: The unit failed to note the deletion of the Fortepiano Performance program, which also represents a move toward program simplification. Any further efforts toward simplification now reside in the realm of ongoing curricular improvements and reform. Therefore, I regard this recommendation as complete insofar as it is realistic to do so.

2017 PRS Comments: The committee concurs that the recommendation is completed, and there is no need to report on it further.

Recommendation to be Implemented	Responsibility for Implementation	Responsibility for Resourcing	Anticipated Completion Date
Create co-curricular/curricular ensembles/labs to create additional options for ensemble performance and training, and to incubate new areas of interest (Reviewers' Recommendation #11).	Performance Curriculum Committee, Divisional Council	Dean	Ongoing

2016 Comments

Unit Comments: A Percussion Ensemble has been integrated into the Studio Percussion requirements, and is considered successful. Discussion of a similar model to incorporate a brass ensemble into the brass studios has begun.

Decanal Comments: As noted (or at least implied), we are constantly shaping and adapting our ensemble offerings to reflect current student needs and interests. A recent change is noted in the Unit Comments and others, no doubt, will be forthcoming.

PRS Comments: Please provide any updates relevant to this recommendation in next year's report.

Completed In Progress Other

2017 Unit Comments: The Brass Ensemble has now been incorporated into the brass studios. A new course titled Winds and Brass Orchestral Repertoire (MU395) has been introduced, which has brass and wind students reading orchestral repertoire with no strings attached. Finally, the new Community Music Ensemble course (MU146) explores ensemble playing in small groups and large ensembles leading to song-writing formats and capstone projects in the upper years.

2017 Decanal Comments: The Community Music Ensemble course is also exploring alternative performance venues, appropriate to the genre and stage of development of the program, including coffee house style performance and guerrilla/flashmob performances. With these changes, there is already a great deal more ensemble activity in and around the building, as well as outreach performances occurring with the new ensembles. A proposal, several years old now, to create a lab ensemble for the music education students has lain dormant, but as the CM program comes up to full strength, it may be appropriate to revisit this model. At this time, however, we believe the recommendation has been satisfied.

2017 PRS Comments: This recommendation has been completed and there is no need to report on it further.

Recommendation to be Implemented	Responsibility for Implementation	Responsibility for Resourcing	Anticipated Completion Date
Incorporate guitar within strings, and organ within keyboards (Reviewers' Recommendation #14).	Strings Coordinator, Keyboard Coordinator	n/a	Fall 2015
Recommendation completed (2016).			

Decanal Comments: The reviewer comments have been tremendously helpful in guiding the Faculty, and in some cases providing the motivation for serious efforts toward small and large reforms. With the exception of curricular reform, which we regard as an ongoing process of simply doing good work in the Faculty to remain current and competitive, we believe that we have satisfied the concerns articulated by the external reviewers, where it has been reasonable and realistic to do so. A few recommendations, such as an expansion of requirements to 22 credits, is simply beyond the financial means of the Faculty and of the University at this time.

PRS Comments: The Program Review Sub-Committee appreciates the thoroughness of the updates provided by both the program and the dean in the Implementation Reports, and commends the program for the successful completion of all recommendations prioritized for implementation. No further updates will be required in advance of BMus' next cyclical review, scheduled for 2021-2022.

Subsequent Report Required? Yes No