



Music

2016 Annual Implementation Report

Submitted by: Kevin Swinden, Associate Dean

Date: May 31, 2016

Recommendations from 2014-2015 Final Assessment Report

Recommendation: Initiate a strategic planning process for the Faculty (Reviewers' Recommendation #1).	
Responsibility for Implementation: Dean, Associate Dean, Faculty	Responsibility for Resourcing: n/a
Anticipated Completion Date: Fall 2015 or before	
2015-2016 Progress (check one): <input type="checkbox"/> Completed <input checked="" type="checkbox"/> In Progress <input type="checkbox"/> Other (please explain):	
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.	
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.	
PRS Comments: Please provide an update with any further progress made toward the implementation of this recommendation in next year's report.	

Recommendation: Continue—and make ongoing—the process of curricular reform (Reviewers' Recommendation #2).	
Responsibility for Implementation: Dean, Associate Dean, Faculty	Responsibility for Resourcing: n/a
Anticipated Completion Date: ongoing	
2015-2016 Progress (check one): <input type="checkbox"/> Completed <input checked="" type="checkbox"/> In Progress <input type="checkbox"/> Other (please explain):	
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.

Recommendation: Continue the tiered system of master classes, Music 100, and the 3-year skills program (Reviewers' Recommendation #3).

Responsibility for Implementation: n/a	Responsibility for Resourcing: n/a
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Anticipated Completion Date: ongoing

2015-2016 Progress (check one):

Completed

In Progress

Other (please explain):

Unit Comments: All three elements are continuing, and subject to annual review and consideration. The General Master Class, which is attended by all Music students has had considerable success.

Decanal Comments: As noted, we anticipate no changes to these three elements of our program, two of which (re: general master class and Music 100) were relatively new at the time of the Review.

PRS Comments: The committee considers this recommendation to be completed and there is no need to report on it further.

Recommendation: Move forward to incorporate the Beckett School under the auspices of the Faculty (Reviewers' Recommendation #15).

Responsibility for Implementation: Dean, Associate Dean, Board of Governors	Responsibility for Resourcing: Faculty of Music
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Anticipated Completion Date: April 2015 for BOG Approval, September 2015 to commence operations.

2015-2016 Progress (check one):

Completed

In Progress

Other (please explain):

Unit Comments: The Beckett School is running under the umbrella of the Laurier Conservatory, as part of the Faculty of Music operation. In 2015, the Beckett School outperformed expectations and has plans to expand its offerings to include substantial summer programs, piano proficiency and remedial skills courses for university level students and a math tutoring program for students while they are in the building for lessons.

Decanal Comments: The transition of the Beckett School to Laurier was as smooth as could be expected (smoother, in fact) and the School is now involved in its own Strategic Planning exercise. Governance structure is under review and the relationship between the Beckett School, Laurier Conservatory of Music, and Laurier Faculty of Music will be clarified in due course.

PRS Comments: Since this recommendation has been completed there is no need to report on it further.

Recommendation: Create a second Associate Dean position (Reviewers' Recommendation #12).	
Responsibility for Implementation: Dean	Responsibility for Resourcing: Faculty of Music
Anticipated Completion Date: Summer 2015	
2015-2016 Progress (check one): <input checked="" type="checkbox"/> Completed <input type="checkbox"/> In Progress <input type="checkbox"/> Other (please explain):	
Unit Comments: Professor Paul Pulford assumed the role of Associate Dean—External, and Dr. Kevin Swinden's position was redefined as Associate Dean—Internal.	
Decanal Comments: The creation of a second Associate Dean position has resulted in tremendous efficiencies and, in particular, has eased the tremendous workload during the audition period (January to April). The Dean meets weekly with the two Associate Deans and all is running more effectively than it has for many years.	
PRS Comments: The committee congratulates the Faculty on the second Associate Dean position. There is no need to report further on this.	

Recommendation: 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).	
Responsibility for Implementation: Development, Dean, Faculty	Responsibility for Resourcing: Development
Anticipated Completion Date: To be determined.	
2015-2016 Progress (check one): <input type="checkbox"/> Completed <input checked="" type="checkbox"/> In Progress <input type="checkbox"/> Other (please explain):	
Unit Comments: Architectural drawings have been completed for a renovated practice facility and university gateway. The project has been given approval at the highest institutional level and is a fundraising priority in the University.	
Decanal Comments: I remain disappointed that after six years there is still not more traction for this project. Despite assurances to the contrary, I fear that the Science Building will take precedence in the Catalyst campaign, just as the Business Building did in the	

previous campaign. I don't believe, however, that I could advocate any more ardently for Music's interest than I already have.

PRS Comments: The committee acknowledges that this recommendation is not within the control of the Faculty of Music. They wish the faculty the best of luck in obtaining funds to support these renovations but do not require further reporting on it.

Recommendation: Institute regular (perhaps biennial) Festivals and other integrative events for the entire Faculty (Reviewers' Recommendation #6).	
Responsibility for Implementation: Associate Dean, Faculty, Staff	Responsibility for Resourcing: Development
Anticipated Completion Date: 2016-2017 academic year.	
2015-2016 Progress (check one): <input type="checkbox"/> Completed <input checked="" type="checkbox"/> In Progress <input type="checkbox"/> Other (please explain):	
Unit Comments: 2015-16 <i>featured</i> ongoing events connected to the 40 th anniversary of the Faculty of Music, including: Laurier New Music Festival (concerts, premieres, seminars, with over 60 grads returning to participate), 40 th Anniversary Concert premiere of Glenn Buhr 3 rd Piano Concerto and Choral Symphony "Babel" by Stephanie Martin. Discussions of integrative events for 2016-17 or 2017-18 are under consideration.	
Decanal Comments: There were five major integrative events this year to commemorate the 40 th anniversary of the Faculty of Music. We also hosted several other major events, including the conference of the International Society for Improvised Music. Next year marks the 25 th anniversary of the Penderecki String Quartet as Artists-in-Residence at Laurier and a special event is being planned for March. Integrative events will be less a priority in the coming year than in the past year, however, as we recover from the flurry of 40 th anniversary events.	
PRS Comments: The committee recognizes the ongoing nature of this recommendation and the examples given provide evidence that the Faculty has taken steps toward implementing it. There is no need to report on this recommendation further.	

Recommendation: Engage the Faculty of Arts in planning for a BA in Music as well as a minor (Reviewers' Recommendation #7).	
Responsibility for Implementation: Associate Dean, Faculty in Music and Arts	Responsibility for Resourcing: n/a
Anticipated Completion Date: Fall 2016	
2015-2016 Progress (check one): <input checked="" type="checkbox"/> Completed <input checked="" type="checkbox"/> In Progress <input type="checkbox"/> Other (please explain):	
Unit Comments: The BMus in Community Music was the end result of a process that began by considering a BA in Music; this program is accepting its first class for September 2016. A revision to the music minor is anticipated for September 2017.	

Decanal Comments: As noted earlier, for reasons of both curricular relevance and administrative efficacy, we moved in a somewhat different direction and will launch the BMus (Community Music) this fall.

PRS Comments: This recommendation is also considered to be completed. There is no need to report on it further.

Recommendation: Produce additional flexibility by reducing specialization requirements and increasing the number of credits requirement for the BMus to 22 (Reviewers' Recommendation #5).

Responsibility for Implementation: Faculty, Senate

Responsibility for Resourcing: Dean

Anticipated Completion Date: Fall 2016 (for producing greater flexibility; it remains to be seen if Divisional Council/Senate deems an increase in credit hours appropriate).

2015-2016 Progress (check one):

Completed

In Progress

Other (please explain):

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.

Recommendation: 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).

Responsibility for Implementation: Performance Curriculum Committee, Divisional Council

Responsibility for Resourcing: Dean

Anticipated Completion Date: ongoing

2015-2016 Progress (check one):

Completed

In Progress

Other (please explain):

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.

Recommendation: Incorporate guitar within strings, and organ within keyboards (Reviewers' Recommendation #14).	
Responsibility for Implementation: Strings Coordinator, Keyboard Coordinator	Responsibility for Resourcing: n/a
Anticipated Completion Date: Fall 2015	
2015-2016 Progress (check one): <input checked="" type="checkbox"/> Completed <input type="checkbox"/> In Progress <input type="checkbox"/> Other (please explain):	
Unit Comments: Responsibility for guitar has been added to the duties of the coordinator for strings; responsibility for organ has been added to the duties of the coordinator for keyboards.	
Decanal Comments: The area coordinators' responsibilities have been clarified as noted. We may well develop clearer descriptions for these positions generally.	
PRS Comments: The committee concurs that this recommendation is completed and there is no need to report on it further.	

Additional Comments (Unit): 2015-16 has been a year of incredibly positive activity in the Faculty of Music, with a new energy for change. In addition to outstanding public performances by student ensembles (opera, orchestra, wind orchestra, choir) and significant community outreach, the incorporation of the Laurier Conservatory of Music (Beckett School) into the operation has permitted summer and ancillary programming for existing and future students of the Faculty, as well as space to run new partnership-courses with Conestoga College (Audio Arts). The BMus in Community Music is providing sector-leading programming that will broaden the traditional scope of post-secondary music instruction in Ontario, and has received a great deal of national and international attention. Through these initiatives, the Faculty of Music at Laurier has galvanized its reputation for being a program that cares about the well-being of its students, its community, and the discipline at large. We have created a regional and national identity for the program that will continue to distinguish Laurier among its peer institutions.

Additional Comments (Dean(s)): I agree with the Unit comments. This past year was unquestionably the most active in our Faculty's recent history, with Community Music and the Conservatory representing two new major undertakings. There are many more

underway, including a significant partnership with Homewood Health Centre in Guelph to create a Music Therapist-in-Residence position at Laurier. On the student recruitment front, the Faculty's conversion rates reflect the relevance and importance of the faculty's programming. We are the first-choice destination for first-rate students and, with a conversion rate of almost 60%, the new undergraduate CM program is clearly fulfilling an important need. The Faculty will continue to refine and develop its programming to reflect the central role music plays in the lives of our citizens and communities.

Additional Comments (PRS): The committee would like to thank the Faculty for their diligence and efficiency in implementing the recommendations that came out of last year's Final Assessment Report. We wish the Faculty the best of luck with their initiatives in the coming year. Please see below for an additional recommendation coming from the Program Review Sub-Committee.

Additional Recommendation from the Program Review Sub-Committee: At its November 11th, 2013 meeting, Senate Academic Planning approved the following motion: "that the Senate Academic Planning Committee, on the recommendation of the Program Review Sub-Committee, approve the inclusion of a university-wide recommendation on each Annual Implementation Report that, prior to the next cyclical review, the program develop a means for assessing program learning outcomes." A full explanation of the rationale behind the motion can be found here: http://legacy.wlu.ca/documents/56385/PRS_Recommendation_for_Annual_Implementation_Reports_SAPC_Nov_11_2013.pdf