

MEMORIAL UNIVERSITY OF NEWFOUNDLAND SCHOOL OF MUSIC

2008 ACADEMIC PROGRAM REVIEW ACTION PLAN

Mission Statement

The School of Music is a centre for creativity and collaboration through performance, research and education wherein tradition and innovation meet. In this role the School focuses not only on the advancement of musical discovery among its students, staff and faculty, but also provides leadership and stimulates communication within the musical, educational and artistic communities of Newfoundland and Labrador. The School is committed to the development and growth of the highest standards of musicianship and musical research within the university and beyond to national and international communities of professional and university-based musicians.

Vision Statement

The School aspires

- To assure the highest standard of professional, post-secondary education for the development of musicians and music educators, recognizing a particular responsibility to students from Newfoundland and Labrador.
- To confirm the School of Music as one of the premier professional institutions in music in Canada, offering comprehensive and innovative B. Mus. programs that support a balanced student population and the curricular breadth to sustain concentrations in music education, music history and literature (including ethnomusicology), performance (all standard orchestral instruments, keyboard and voice), and theory and composition.

- To consolidate and enhance focused, innovative and professional graduate programs of national and international stature in performance, performance/pedagogy and conducting through its M.Mus. degree program and research intensive M.A. and Ph.D. programs in ethnomusicology.
- To develop an international reputation of excellence by promoting the achievements of the School's faculty and students, assisting in the dissemination of these results through touring and publication, and by encouraging international exchange.
- To offer School of Music faculty the support and resources necessary to continue their professional advancement and renewal as scholars, composers and performers.
- To value and celebrate the excellence in teaching, creativity and research achieved by the School's faculty.
- To sustain and enhance a vibrant, generous, supportive and responsible community among the students, staff and faculty at the School of Music.
- To contribute actively and effectively to a sustainable environment across the University as a whole.
- To provide leadership and encourage collaborative practice in the development of the cultural activities and infrastructure of the region and the province.
- To provide a unique curricular complement and range of cultural activities to the university community at large.
- To operate the School in a professional and efficient manner.
- To effect invigorating renewal and effective succession planning during the 2010-2015 period.

Core Values

Excellence: The School is committed to the pursuit of excellence in teaching, research, performance and service to the community and recognizes the value of personal and professional growth, aspiration, and discipline to its achievement.

Community: The School recognizes the importance of community, collaboration and collegiality within the School, the University, the Province, and society-at-large. All employees, students and visitors should feel welcome and valued.

Creativity: The School is committed to the promotion, development and acknowledgment of musical creativity, scholarship and innovation in all forms among employees, students, and musical communities.

Integrity: The School is committed to high ethical standards and individual and institutional accountability.

Fairness: The School strives to achieve equity in action and consideration and to act with fairness to one another and to the communities with which we interact.

Sustainability: The School acknowledges its responsibility to ensure the long-term sustainability of the social and physical environment.

Analysis of Environment

The foundational document in this APR process – the School of Music’s Self-Study – is in itself a thorough scan of the environment in which the School is operating and from which it plans. The self-study has identified and elaborated key risk factors unique to the School. No less it has articulated the key success indicators in its environment both within the University and beyond. All the essential components of a conventional SWOT (strengths/weaknesses/opportunities/threats) analysis are to be found in this document, laying the groundwork for the action plan articulated here. This analysis will not be repeated.

Themes

The six themes of the action plan below mirror, while not precisely replicating, the five pillars of the University’s 2007 Strategic Plan. These themes have emerged and become refined across the process of the Academic Program Review itself: first developed under the eight chapters of the self-study, reconfigured in the eight core sections of the Review Panel Report and consolidated in the five themes laid out in the School’s formal response to the Review Panel Report. These themes reflect not only the School’s preoccupations across the review process, but also the pillars on which the University has erected its own plan for the future. In this sense the action plan will facilitate an understanding of how the School’s direction corresponds to the University’s articulated aspirations. No less importantly, the themes provide a clear framework through which to evaluate the School’s contributions to the University’s goals and objectives.

1. Undergraduate Curriculum and Community

From the outset, the School looked to this Academic Program Review as an opportunity for thoughtful and informed review of its undergraduate curriculum, a curriculum which has provided a superior professional education for our graduates since 1995. Changes in our profession, in technology and most especially in the nature of the society which we serve have led us to believe that a reconsideration of our curriculum is timely. This belief has been confirmed over the course of the review and much of the direction charted in this section of the action plan mobilizes the process for curricular review and renewal. Our undergraduate curriculum is integrally connected to the student community it serves and therefore other actions under this theme seek to address the continuing vitality of that community.

2. Graduate Curriculum and Community

The most dramatic change between the 2001 Academic Program Review and the present has been the design and introduction of graduate programs at the School of Music. The current exercise has offered the opportunity to identify successes and highlight challenges. The actions outlined under this theme lay the groundwork for the mandated formal reviews the M.Mus-stream and M.A./Ph.D. programs while simultaneously focussing attention on the unique needs of the graduate student community. Our first two action themes correlate to the first pillar in the University's Strategic Plan: Students.

3. Teaching, Creation and Research

The first decade of the 21st century has been witness to dramatic growth in research and creative activity across the entire Canadian university system. Memorial and its School of Music have registered astounding accomplishments in this area. These accomplishments are celebrated and provide a solid foundation for further success. At the same time, one of the lessons we have taken from the academic review process is not to undervalue our commitment to teaching and the excellence which we have attained in it. Actions articulated under this theme are designed to celebrate and stimulate teaching excellence, underscore its integral connection to research and creation, while further enhancing the opportunities for achievement in creative activity and research. Our theme of Teaching, Creation and Research reflects and expands from the second pillar of the University's Strategic Plan: Research.

4. Community Engagement

The Review Panel Report affirms that Memorial's School of Music enjoys a collaboration and integration with the provincial cultural community that may be unique in Canada. The actions indicated within this theme are directed toward solidifying this relationship through more formal lines of communication with our communities and notably with our alumni. Other actions here are directed toward seizing new opportunities to enhance and diversify our relationships. The School of Music's Community Engagement contributes significantly to the third pillar of the University's Strategic Plan: Needs of the Province.

5. Leadership and Professionalism: Conditions for Success

Our success is dependent on the skills and commitment of the people who make up the School of Music community, and very particularly our staff and faculty. The encouragement of professionalism, the provision of training to support planned career development and a rewarding and enjoyable work environment are essential responses to that commitment. So is fair remuneration for work done. The actions outlined in this section are conceived to encourage, recognize and reward the people who will be the architects of success within the other themes of this plan.

6. Resources and Support: Conditions for Success

While acknowledging that the University has made supportive investments in the School of Music, the APR review panel articulated a persuasive case for further investment. Our investment needs are grouped in wholly predictable areas: core funding, infrastructure, library support, and most especially facilities which have been stretched beyond reasonable limits by the growth of the last seven years. Just as the University pins the prospects for achieving its goals on Conditions for Success in its fourth pillar, the School of Music will rely on sufficient human and fiscal resources to attain its goals. Our themes five and six respond to the fourth and fifth pillars of the University's Strategic Plan.

Action Plan

Theme 1. Undergraduate Curriculum and Community	Responsibility	Deadline
Goal 1.1 Undertake comprehensive curriculum review and renewal Actions:		
Review all constituent elements of the curriculum	Curriculum Planning and Development; Academic Council	Nov-09
Introduce broadened cultural definitions into curriculum	Curriculum Planning and Development; Academic Council	Nov-09
Incorporate current music technology across curriculum	Curriculum Planning and Development; Academic Council	Nov-09
Review curricular support for conjoint and second degree B.Mus.Ed. Program	Curriculum Planning and Development; Faculty of Education; Academic Council	Nov-09
Assess access to and enrolment in career and professional skills courses.	Director	Ongoing
Review delivery modes for core undergraduate curriculum	Ad hoc committee; Director	2010
Institute a formal and funded masterclass series	Concerts committee; Director	2010
Develop a major concentration in composition	Curriculum Planning and Development; Academic Council	2011
Assess development of Chamber Music Curriculum	Curriculum Planning and Development; Academic Council	2011
Reassess curricular needs and review changes implemented in 2009	Curriculum Planning and Development; Academic Council	2012
Goal 1.2 Maintain excellence and balance in student body Actions:		
Identify potential markets for student recruitment both within and beyond the province	Director	Ongoing
Monitor and optimize conversion strategy	Director; Manager	Ongoing
Improve, expand and revise information on Website for prospective students	Music Technology Specialist; Communications Officer; Manager	Ongoing

	Develop a comprehensive, multi-year recruitment plan and budget	Director; Manager of Admin and Finance	2009
	Expand the use of distance technologies in student recruitment activities	Music Technology Specialist; Manager	2009
	Develop a strategy for increasing and stabilizing enrolment in undersubscribed studio areas	Ad hoc Faculty committee	2010
	Develop a strategy for increased engagement of alumni in recruitment	Director, Development Officer	2011
	Design and publish new recruitment materials	Director, Communications Officer	2012
	Explore the potential for establishing summer music camps, residencies, workshops	Ad hoc Faculty committee	Ongoing
Goal 1.3	Enhance the sense of community among students		
	Actions:		
	Support student music society	Director, Manager, Office	Ongoing
	Improve, expand and revise information on Website for current students	Director, Music Technology Specialist, Office	Ongoing
	Develop a touring strategy that is inclusive for all ensembles and students	Director, Ensemble conductors, Manager	2010
	Review Academic Council's constitution and by-laws to assure equitable participation of students in school governance	Academic Council	2012
Goal 1.4	Improve advising to facilitate academic success		
	Actions:		
	Monitor student retention	Manager, Office	Ongoing
	Deliniate division of responsibilities and protocol for academic advising among administration, faculty and staff	Director	2009
	Provide training in academic advising for new faculty and professional development for continuing faculty	Director, Manager	2009
	Develop and disseminate a student handbook	Director, Manager, Office, SMS	2010

Goal 1.5 Develop enhanced capacities in career development for students Actions: Increase access to and enrolment in Music 3703 Career Skills course	Director	Ongoing	
	Improve and promote experiential learning employment opportunities in the School through MUCEP, student assistants, SWASP programs	Manager, Concerts, Facilities Coordinator	Ongoing
	Expand experiential learning opportunities available in credit courses through touring and external performances	Director; Manager; Faculty	Ongoing
Goal 1.6 Improve financial support to undergraduate students Actions: Maintain efforts to increase the number and size of financial awards available to undergraduate music students	Development Officer, Director	Ongoing	
	Develop specific strategies to stabilize scholarship funding for students during periods of economic downturn	Director, Development Officer	2009
	Develop a policy and fund to provide assistance to students with emergency funding needs	Director, Development Officer	2010
Goal 1.7 Expand capacity in distance education Actions: Develop new opportunities for the delivery of applied studies instruction using distance technologies	Faculty; Manager; Music Technology Specialist	Ongoing	
	Explore and exploit opportunities for collaboration with CDLI	Director, Faculty; Music Technology Specialist	Ongoing
	Develop distance delivery capacity for basic theory/skills	Faculty; Manager; Music Technology Specialist	2009
	Develop distance delivery capacity and a repertoire of teaching objects for traditional music curriculum	Faculty; Manager; Music Technology Specialist	2010
	Examine the feasibility of developing an arts management curriculum for distance delivery	Ad hoc interdisciplinary committee	2012

Goal 1.8 Improve engagement with non-music student community Actions:	Provide expanded opportunities for participation of non-music students in ensembles programs	Ensemble directors; Office	Ongoing
	Attract more of the University student community to attend concerts and events at the School of Music	Concerts Committee; Concerts & Facilities Coordinator	Ongoing
	Expand initiatives like Random Acts of Music	Faculty	2011

2. Graduate Curriculum and Community			
Goal 2.1 Maintain excellence in student body Actions:	Enhance and expand informal institutional partnerships	Associate Director; Grad Studies Committee	Ongoing
	Improve, expand and revise information on Website for prospective students	Music Technology Specialist; Communications Officer; Manager	Ongoing
	Expand the use of distance technologies in student recruitment activities	Music Technology Specialist; Manager	Ongoing
	Develop a comprehensive, multi-year recruitment plan and budget	Associate Director; Grad Studies Committee	2009
	Institute a conversion strategy comparable to current undergraduate student recruitment program	Manager; Associate Director	2009
	Develop a targeted strategy for increasing and stabilizing enrolment in performance/pedagogy concentration	Associate Director; Grad Studies Committee	2010
	Design and publish new recruitment materials	Associate Director, Communications Officer	2012
Goal 2.2 Undertake prescribed program reviews Actions:	Conduct formal review of M.Mus programs in Performance, Performance/Pedagogy and Conducting	Associate Director, Grad Studies	2009
	Conduct formal review of MA/PhD programs in Ethnomusicology	Associate Director, Grad Studies	2012

Goal 2.3	Assure adequate supervisory capacity for graduate programs		
	Actions: Review teaching equivalency credit for graduate supervision in all programs	Ad hoc Teaching Equivalency Committee; Director; Faculty	2009
	Expand faculty complement in ethnomusicology to be able to sustain graduate cohort	Director	2009
	Develop supervisory policy and also guidelines for thesis and dissertation proposals	Associate Director	2009
Goal 2.4	Identify and investigate development of new graduate programs		
	Actions: Be alert to potential new MMus programs or to new directions in existing programs	Grad Studies Committee	Ongoing
	Be open to collaborative new programs in Mus Ed w/Education or Music Therapy w/Health Sciences	Grad Studies Committee	Ongoing
	Explore the possibility of instituting a DMA in areas where capacity and resources warrant	Grad Studies Committee	2010
Goal 2.5	Develop stable, competitive and equitable funding for graduate students		
	Actions: Develop a principles document to guide graduate funding awards	Associate Director	2008
	Work with Arts to secure stable GA funding for Ethno	Associate Director	2009
	Work with SGS to identify alternative funding models for performance-based programs	Associate Director	Ongoing
	Encourage the establishment of new scholarships and bursaries for grad music programs	Director	Ongoing
Goal 2.6	Afford meaningful teaching experiences to graduate students		
	Actions: Improve experiential learning opportunities available through RA, GA, GradSWEP and internships	Director, Associate Director	Ongoing
	Participate in the review of the SGS TOGA & GPT programs	Associate Director	2009

Develop a principles document to guide the assignment of teaching experience to graduate students	Associate Director	2009
Develop and publish a teaching handbook for graduate teaching assistants	Associate Director; Faculty; Graduate Students	2010
Develop mentoring strategy for TAs doing UG teaching	Associate Director; Senior Faculty	2010

3. Teaching, Creation and Research		
Goal 3.1 Foster an environment that values excellence in teaching Actions: Establish an informal, but scheduled forum for School of Music faculty to share best teaching practices and technology uses Recognize and celebrate teaching excellence among colleagues	Director	2009
	Director	Ongoing
Goal 3.2 Encourage and facilitate teaching excellence Actions: Establish a series of professional development opportunities on teaching for School of Music faculty Actively promote the introduction of innovative teaching practices at the School of Music Create a collegial mentoring process for junior faculty Make better use of staff expertise in curriculum delivery	Director, Manager	2009
	Director	Ongoing
	Director; Ad hoc committee of senior faculty	2010
	Director, Manager	2010
Goal 3.3 Strengthen the link between teaching and research Actions: Establish an informal, but scheduled forum for School of Music faculty and graduate students to share best practices	Director, MMaP Director	2009

Goal 3.4 Foster an environment that values excellence in creative activity and research Actions:	Recognize and celebrate creative and research excellence among colleagues	Director	Ongoing
	Establish an informal, but scheduled forum for School of Music faculty to share best practices in creative activity and research	Director, MMaP Director	2009
Goal 3.5 Encourage and facilitate excellence in creativity and research Actions:	Actively communicate research outcomes and impacts	Associate Director; Communications Officer, MMaP Director	Ongoing
	Communicate and promote funding opportunities in support of faculty creative activity and research	Associate Director; Communications Officer	Ongoing
	Monitor trends and developments around emerging technologies and facilities in support of creative activity and research	Associate Director; Music technology specialist	Ongoing
	Involve graduate students in faculty professional development	Associate Director	Ongoing
	Establish a collegial mentoring program for new faculty around best practices and funding opportunities in creative activity and research	Director, Associate Director	2010
Goal 3.6 Develop partnerships that support excellence in creative activity and research Actions:	Explore opportunities for collaborations and partnerships with other units at Memorial, including the Harris Centre	Director, Associate Director, CRC	Ongoing
	Exploit collaborations and contract research opportunities with departments of government, especially Education and TCR	Director, CRC	Ongoing
	Develop opportunities for providing applied research to community-based organizations	CRC, Director, Faculty	Ongoing

	Investigate opportunities for collaborations with other Canadian universities and post-secondary institutions	Faculty	Ongoing
Goal 3.7	Stabilize operation of research centre		
	Actions:		
	Explore opportunities to establish research / creative activity centres in existing and emerging areas of excellence	Director	Ongoing
	Establish stable base-funding (hard money) for MMaP	Director, Manager, CRC	2008
	Review governance and administration structures of MMaP	Director, Manager, CRC	2010
	Convert MMaP to Type 2 Research Centre	Director, Manager, CRC	2011

4. Community Engagement			
Goal 4.1	Provide cultural leadership in the province		
	Actions:		
	Encourage faculty and staff participation on boards, advisory councils with government, cultural organizations and festivals	Director, faculty, staff	Ongoing
	Provide expertise on cultural matters across the communities the University serves	Director, faculty, staff	Ongoing
	Seize opportunities to participate actively in relevant professional associations	Faculty	Ongoing
Goal 4.2	Develop formal structure for community consultation		
	Actions:		
	Define, constitute and inaugurate a community advisory board	Development Officer, Director	2009
	Define, constitute and inaugurate a School of Music Alumni Association	Development Officer, Director	2010
Goal 4.3	Deliver programming in the communities of Newfoundland & Labrador		
	Actions:		
	Assure performances and presentations of the highest calibre	Director, faculty, staff	Ongoing

	Present programming of considerable breadth, including a range of genres and styles	Director, Concerts Committee, Faculty, Staff	Ongoing
	Develop a performance and touring calendar that responds to interests of the communities	Concerts Committee, Concerts/Facilities Coordinator	Ongoing
Goal 4.4	Become recognized as an essential resource for cultural community		
	Actions: Provide expertise at the highest professional standard (consultation, project-based engagement, research, workshops, clinics)	Faculty and staff	Ongoing
	Provide venues, facilities, technologies, infrastructure that supports community needs for professional music making and music education	Concerts/Facilities Coordinator, Music Technology Specialist, Manager	Ongoing
Goal 4.5	Enhance collaborations with external community		
	Actions: Enhance existing partnerships with professional and community organizations, festivals, local museums and heritage societies.	Director, Faculty, Concerts/Facilities Coordinator	Ongoing
	Provide performance opportunities for professional artists in community, including alumni	Concerts Committee, Director	Ongoing
	Develop new partnerships with appropriate professional and community organizations	Director	Ongoing

5 Leadership and Professionalism: Conditions for Success			
Goal 5.1	Recognize and reward leadership roles played by staff		
	Actions: Establish appropriate recognition within the university with fair job classification and remuneration	Director, Manager	2009
	Promote the expertise of School of Music staff within and beyond the university community	Director, Manager	2010

Goal 5.2 Increase staff complement to support strategic vision Actions: Develop a proposal to assure continuous professional instrument maintenance (particularly piano) by contract or staff position	Manager	2009
	Director, Manager	2010
	Manager, HR, Director	2010
Goal 5.3 Maintain and encourage high level of professionalism Actions: Engage in best practices in faculty and staff recruitment Support professional development of faculty, staff and graduate students Develop orientation programs for new faculty, staff and student assistants Create an employee development plan	Director, Manager and Selection Committees	Ongoing
	Director and Manager	Ongoing
	Director and Manager	2009
	Director and Manager	2010
Goal 5.4 Rewarding work environment Actions: Maintain and encourage culture of collegiality and consultation Investigate ways to improve work-life balance for staff Document and communicate richness of School's history	everyone	Ongoing
	Manager	2009
	Director and Manager	2010

6. Resources and Support: Conditions for Success		
Goal 6.1 Assure appropriate library resources and support Actions: Ensure library resources can respond to curricular development/changes Create and staff a permanent music library position	University Librarian, Library Committee	Ongoing
	University Librarian, Library Committee, Director	2009

	Upgrade and replace (with facilities expansion plan) Music Resource Centre Facilities	Director, University Librarian	2012
Goal 6.2	Enhanced capabilities in Information Management		
	Actions:		
	Enrol key employees in Microsoft Access training	Manager	2009
	Develop and maintain a comprehensive database of scholarships, bursaries and financial support available to music students	Manager, Development Officer, Music Technology Specialist	2009
	Develop databases for recruitment, enrolment, instruments, and external clients	Manager	2010
	Create digital archive of School records	Manager	2010
	Consolidate, review, and develop Policies and Documents	Director, Manager	2010
	Review and organize Performance Materials Library	Concerts and Facilities Coordinator	2010
Goal 6.3	Strengthened Communications		
	Actions:		
	Expand network of contacts	Director, Faculty, Concerts and Facilities Coordinator	Ongoing
	Increase use of internet and electronic media	Music Technology Specialist	Ongoing
	Hire a Communications Officer	Director, ,Manager	2009
	Investigate feasibility of regular outreach publications	Director, Manager	2009
	Review FacWeb as a communications vehicle	Director, Manager	
	Develop annual report	Director, Associate Director, MMAP Director, Manager	2010
	Develop a communications plan	Communications Officer	2011
Goal 6.4	Stabilization of Sufficient Funding		
	Actions:		
	Acquire core funding to support community engagement in addition to curriculum and research	Vice-President, Director, Manager	Ongoing
	Continue to seek non-core sources of revenue	(Director, Manager, faculty, Music Technology Specialist, MMAP Director, MMAP Project Coordinator,	Ongoing

	Investigate surcharges for instrument replacement	Manager	2009
	Ensure full costs of facilities rental are recovered (overhead)	Manager, Concerts and Facilities Coordinator	2009
Goal 6.5	Strong Donor Relations and Development		
	Actions:		
	Establish priorities for fundraising	Director, Development Officer	2009
Goal 6.6	Renewal of Physical Infrastructure		
	Actions:		
	Develop a renewal schedule for existing facility	Director, Manager	2009
	Refine access and use policies	Director, Manager, Concerts and Facilities Coordinator, Music Technology Specialist, faculty	2009
	Develop a safe environment and emergency response plan	Manager	2009
	Acquire adequate faculty office space outside of the building	Director	2009
	Review priorities in the current facilities expansion plan	Director	2010
	Proceed with facilities expansion	Director	2010
	Integrate MMaP into main facility	Director, MMaP Director, Manager	2012
Goal 6.7	Technology Renewal, including instruments		
	Actions:		
	Communicate special technology funding needs to senior executive	Director, Manager	2009
	Develop a technology renewal plan (includes financing and timelines)	Manager, Music Technology Specialist	2009
	Develop an instrument renewal plan (includes financing and timelines)	Director, Associate Director, Concerts and Facilities Coordinator, Faculty	2009
	Renew and replace pianos and other instruments in accordance with instrument renewal plan	Director	2012