



FOR INFORMATION AND FEEDBACK

PUBLIC

OPEN SESSION

TO: Planning and Budget Committee

SPONSOR: Cheryl Regehr, Vice-President & Provost
CONTACT INFO: (416) 978-2122, provost@utoronto.ca

PRESENTER: As Above
CONTACT INFO:

DATE: October 26, 2016 for November 2, 2016

AGENDA ITEM: 4(b)

ITEM IDENTIFICATION:

Faculty of Music Strategic Academic Plan, 2016-21

JURISDICTIONAL INFORMATION:

Divisional academic plans are considered by the Committee and the Academic Board for information and feedback. Prior to approval by the Provost and presentation to the Committee, it is expected that the relevant divisional Council would endorse the academic plan in principle. (*Planning & Budget Committee, Terms of Reference, Section 4.1*)

GOVERNANCE PATH:

1. **Planning and Budget Committee [for information and feedback] (November 2, 2016)**
2. Academic Board [for information and feedback] (November 24, 2016)

PREVIOUS ACTION TAKEN:

See below

HIGHLIGHTS:

The Faculty of Music Strategic Academic Plan 2016–2021 grew out of the 2014-15 UTQAP Provostial Review of the Faculty and its programs. In January-May 2016, a professionally-facilitated planning process involving Faculty stakeholders (faculty and librarians, administrative and support staff, undergraduate and graduate students, alumni and community partners) led to the development of the plan, which was overseen by Strategic Planning Steering Committee.

The plan details steps to reach three strategic goals: Location: Leveraging our Location(s): the City, the University, the World; Experience: Creating Exceptional Experience: Student Experience, Teaching & Learning, and Research; and Innovation: Infrastructure, Sustainability, and Communications. The plan was considered by the Provost's Advisory Group on September 14, 2016 and was endorsed by the Faculty's Council on October 25, 2016.

FINANCIAL IMPLICATIONS:

The resource implications of the Divisional Academic Plan are as detailed in the plan.

RECOMMENDATION:

This item is *for information and feedback only*.

DOCUMENTATION PROVIDED:

- Faculty of Music Strategic Academic Plan, 2016-21



UNIVERSITY OF TORONTO
FACULTY OF MUSIC

STRATEGIC ACADEMIC PLAN 2016–2021

About the Faculty of Music	2
About the Academic Planning Process; Challenges and Opportunities	3
Outline of the Academic Plan	4
Mission, Vision, Values	5
Strategic Priorities and Goals:	
1. <i>Location—Leveraging our Location(s)</i>	
1.1 The City	6
1.2 The University	7
1.3 The World	8
2. <i>Creating Exceptional Experience</i>	
2.1 Exceptional Student Experience	9
2.2 Exceptional Experience in Teaching and Learning	10
2.3 Exceptional Research Engagement	11
3. <i>Driving Innovation</i>	
3.1 Infrastructure:	12
3.1.1 Space	
3.1.2 Technology	
3.1.3 Human Resources	
3.2 Sustainability:	13
3.2.1 Financial	
3.2.2 Ecological	
3.3 Communications	14
Next Steps: Implementation and Accountability	14
Reflections and Conclusions	15

[Note: The present text-only document will be transformed into a version with graphics that will appear on the Faculty of Music website and be available for communication with stakeholders.]

ABOUT THE FACULTY OF MUSIC

The Faculty of Music was officially established as an academic unit of the **University of Toronto** (UofT) in 1918. There were many historical interconnections with the University (music degrees granted since the 1840s) and with the Toronto Conservatory of Music from 1886 (merged into UofT in 1921, royal chartered in 1947, and a separate institution only since 1991).

With the demographic expansion of post-secondary education in the 1960s, UofT's Faculty of Music became the **leading university-based institution in Canada** for professional training and academic study in music. This is a position the Faculty can arguably still claim today in many areas, though not without significant rivals. As the largest such institution in Canada, UofT Music produces some 600 concerts and public events annually, more than any other arts organization in Toronto, and it is the **University's greatest public portal**.

UofT's Faculty of Music is a '**comprehensive music school**' that combines undergraduate and graduate studies in music creation, performance, education, and research. There is great value in this model in that it integrates professional training with broad university education. Such balance is a well-known guarantor of career sustainability, long-term employment flexibility, and life-long learning. In the case of UofT Music, the tradition of professional training also takes place in the context of a world-class research-intensive university, which provides undergraduate and graduate students with exposure to the best in research-informed teaching and presents them with models, mentors, library resources, and student services to support a broad range of creative, performance, education, and research activities.

The **creative focus** at UofT is on composition and performance of jazz and classical music, including early music, contemporary music, and opera, with extensions to world music and recent developments in music technology and digital media. The **research focus** is on traditional humanities and social sciences-based disciplines such as musicology, ethnomusicology, music theory, and music education, with interdisciplinary links to many other fields, including music and health sciences. With its extensive doctoral-level programs in composition and performance, the Faculty is also engaged in the evolution of 'artistic research' (or *recherche-cr ation*), that is, research-informed-creation and/or art- and artist-based research with both academic and artistic outcomes.

At the **undergraduate level** our **programs** include: the Bachelor of Music (B.Mus.) degree with concentrations in Composition, Music Education, and History & Theory, as well as a Comprehensive (general) major, and the Bachelor of Music in Performance (B.Mus.Perf.) degree with focus in classical or jazz streams, and many vocal and instrumental specializations. Music courses and programs are also offered through the Faculty of Arts and Science. Certificate and Diploma programs focus more explicitly on professional training. At the **graduate level**, we offer programs in the '**research stream**' at the masters (M.A.) and doctoral levels (Ph.D.) in the fields of music education, musicology, ethnomusicology, music theory, and music and health sciences. And in the '**professional stream**' at the masters (M.Mus.) and doctoral levels (DMA) in music composition and in music performance in fields of individual vocal and instrumental specialization, as well as conducting, vocal and piano pedagogy, collaborative piano, historical performance, and music technology and digital media. The breadth and depth of program offerings is one of UofT Music's most distinctive features, facilitating the capacity for forging links among academic programs and generating innovative research initiatives.

As the Faculty of Music steps forward into its second century, it is well positioned to **reaffirm its national leadership position and to build its global reputation** by leveraging its location(s), creating exceptional experience in teaching & learning and research, and driving innovation through strategic investment in infrastructure and communications. Our capacity to navigate the challenges and opportunities ahead gives us great cause for optimism as we envision a better world through music, due to the actions of our colleagues and to those of the future generations of cultural leaders we mentor.

ABOUT THE ACADEMIC PLANNING PROCESS

This *Strategic Academic Plan 2016–2021* evolves from the convergence of extensive consultative and evaluative processes as part of the UTQAP (University of Toronto Quality Assurance Process) from 2014–2015, which involved the preparation of a self-study document and the insights of an external review. In January–May 2016, a professionally-facilitated planning process took faculty stakeholders (faculty and librarians, administrative and support staff, undergraduate and graduate students, alumni and community partners) through consultative workshops and a faculty-wide retreat leading to the development of the contents of this Plan, the process overseen by a Strategic Planning Steering Committee. The *Plan* for Music contributes significantly to the UofT President’s *Three Priorities (P3P)* and to the University’s overall institutional vision (*Towards 2030*) and strategic research plans.

CHALLENGES AND OPPORTUNITIES

The consultative planning process led to the articulation of several challenges and opportunities present for the Faculty of Music in the years ahead:

Challenge. We live in a **world saturated by technologically driven sound and music**, and with injurious potential for human hearing due to such factors as ear-bud overuse and poorly designed acoustical spaces, yet music has never been so **socio-culturally and politically influential** across genres and global contexts.

Opportunity. The Faculty of Music is a **community of listeners**, an ensemble of creative artists, educators, and scholars who are best positioned to lead innovation in music and sound, and to understand and critique our current sonic environment as advocates for **sound health**.

Challenge. The **changing musical landscape** outside as well as inside the academy: changing educational models and career paths, increasing focus on professional and pedagogical skills, drop-off in public school music specialists, shift in humanities and social-sciences research towards critical studies of the role of music in contemporary global society, diffusion of compositional genres and performance venues, crossover in genres and styles, transformation of the music industry, explosion of digital media.

Opportunity. To **embrace change**, establishing a distinctive position on an increasingly global stage, responding with a focused proposition that capitalizes on our strengths in comprehensive education in a multi-disciplinary research-intensive university.

Challenge. Need to address **major renovation** of aging and inadequate **physical and technological infrastructure**, and the chronic **shortfall** in studio/office, rehearsal, and practice space.

Opportunity. To act on **identified and prioritized renovations** in the Edward Johnson Building (EJB) and at 90 Wellesley Street West (90W), and to realize the 90 Queen’s Park Project (**90QP**) with its multiple stakeholders, proposed School of Cities initiative, additional spaces for Music, and critical street-front connectivity.

Challenge. Constraints of provincial and university **funding formulas** make sustainable success at expected leadership levels extremely difficult to achieve.

Opportunity. To continue to work with our colleagues and the senior administration to review the budget formula and to **optimize opportunities** within and beyond it.

Challenge. Serious shortfall in the Faculty’s full-time **academic and support staff complements** relative to major comparator institutions.

Opportunity. The ongoing **correction** of this shortfall through strategic engagement with academic areas and senior administration.

Challenge. The Faculty **competes internationally** with many better-resourced institutions in attracting top quality undergraduate and graduate students.

Opportunity. To target particular programs and differentiate levels of student **scholarship and fellowship** support.

Challenge. Current **enrolments levels** (~600 undergraduate and ~300 graduate students) will be difficult to sustain, and **shortfalls** in space for practice, rehearsal, performance, and offices/studios have become chronic.

Opportunity. **Review and rebalance** enrolment levels, targeting particular areas and programs to optimize academic and financial outcomes, and **acquire additional space** and **renovate existing spaces** to ensure optimal program delivery.

The Faculty is aware of the **dual challenge** of building on its traditional strengths while seeking innovative paths forward that will redefine its relevance in the changing context of higher education in music and the professional musical world, and that will reaffirm its national leadership position and enhance its international impact in an increasingly global academic and artistic community. We are excited by the **opportunities** that lie ahead.

OUTLINE OF THE ACADEMIC PLAN

To capitalize on these opportunities the *Plan* outlines significant directional shifts in pursuit of specific strategic goals under these broad rubrics: Location, Experience, Innovation.

Location: Leveraging our Location(s): the City, the University, the World

Toronto: Taking greater advantage of being situated in one of the world’s most dynamic and diverse cities. *UofT:* Integrating more fully into and more greatly contributing to and influencing the rest of UofT. *The World:* Enhancing this Faculty’s role as vital beneficiary of and contributor to the worldwide community of music.

Experience: Creating Exceptional Experience: Student Experience, Teaching & Learning, and Research

Providing undergraduate and graduate students with a more *flexible, personalized, and enhanced* educational experience, while maintaining and enhancing our *pursuit of excellence and innovation* in teaching, learning, and research.

Innovation: Infrastructure, Sustainability, and Communications

Developing the capacity to deliver world-class artistic and academic outcomes through innovation in *infrastructure*, including major renovation of our *physical spaces*, and expansion and development of our *technological and human resources*; by working to achieve *financial and ecological sustainability* as we innovate forward; and by improving our external and internal *communications*.

The *Plan* provides UofT Music with a compass and a map to guide its evolution over the next few years as UofT Music enters its second century of leadership in music creation, performance, education, and research. We look forward to the opportunities ahead and welcome input from our many constituencies and stakeholders.

MISSION, VISION, VALUES

MISSION

Mission of the University of Toronto

The University of Toronto is committed to being an internationally significant research university, with undergraduate, graduate and professional programs of excellent quality.

Mission of the Faculty of Music

The University of Toronto Faculty of Music is committed to being an internationally significant institution for artistic and academic excellence in music creation, performance, education, and research.

We affirm the transculturally transformative power of music in human experience and the capacity of the arts to build healthier societies.

A supportive community in one of the world's most diverse and dynamic cities, we are dedicated to preparing the next generations of community-centred globally-informed cultural leaders.

VISION

Our goal is to be known internationally as a 'go-to' place for transformative teaching and learning, and for artistic and academic excellence in music creation, performance, education, and research.

VALUES

Core Values

We value:

- the transculturally transformative power of **music**.
- **diversity** and fostering **individuality** in our students, faculty, and staff.
- **excellence** and **equity** of opportunity, developing individuals to the best of their and our ability.
- **tradition** and **innovation**, reaffirming fundamental practices while creating new ones.
- **education** and the responsibility to create positive change.
- academic and artistic **freedom of expression**.

Core Constituencies

We value:

- our **students, faculty, librarians, and staff**, working to ensure their ongoing health and well-being and their whole-person development as individuals and as members of a dynamic institution.
- our **alumni**: graduates who are accomplished and well-rounded individuals, successful in their careers and contributing to society, who enjoy a rich, mutually beneficial ongoing relationship with the Faculty.
- our **donors and supporters**: individuals inspired by music, and by the accomplishments of our students and faculty, who contribute their "time, talent, and treasure" to the betterment of the Faculty, the University, and Society.
- our **community**: colleagues in other academic units/institutions and performing arts organizations, administrative and support staff across the University and in external organizations, students in university and pre-university settings, participants in our many concerts and events.

STRATEGIC PRIORITIES AND GOALS

1. LEVERAGING OUR LOCATION(S): THE CITY, THE UNIVERSITY, THE WORLD

STRATEGIC GOAL 1.1: THE CITY

Toronto and the GTA [Greater Toronto Area]. Take greater advantage of being situated in one of the world's most dynamic and diverse cities with its vibrant arts and economically powerful culture scene so as to enhance through music and sound the image and impact of the University of Toronto throughout Canada's largest city. (cf. P3P#1)

INITIATIVES

The Faculty of Music will:

1. Bring the **curriculum** into the city in creative ways so that the diversity of the city becomes an educational platform for our students and faculty.
2. Expand our **communications and advertising** efforts to promote our high-quality teaching, research, and performance, aware that many of our outstanding activities are under-recognized.
3. Expand and enhance our **connections and partnerships** with professional arts organizations, healthcare organizations, and the music industry in Toronto and the GTA, taking advantage of the significant **economic impact of the arts and entertainment industry** as well as its important **sociocultural and political values** in a healthy urban environment.
4. Expand **outreach and professional development** opportunities for our students, as creative musicians, performers, presenters, and community teachers through pre-university, community school, and Music Booking Office connections.

STRATEGIC GOAL 1.2: THE UNIVERSITY

University of Toronto. Integrate more fully into the rest of UofT in ways that contribute to its broader mission, recognizing and promoting our many collaborative partnerships, and realizing our potential as a significant contributor to Canada’s largest and most diverse academic institution.

INITIATIVES

The Faculty of Music will:

1. Enhance its visibility (and audibility) within the University through improving our internal **communications**, promoting concerts and events that regularly engage the university community.
2. Increase **interdisciplinary opportunities** for students by offering ‘**double degrees**’ at the undergraduate level, and expanding our **interdisciplinary and collaborative opportunities** at the graduate level—both initiatives broadening student experience and UofT’s recruitment base.
3. Seek opportunities to expand mutually beneficial **inter-Faculty and extra-departmental collaborations** among students, faculty, librarians, and staff, through programs and events, fellowships and exchanges, and research partnerships.
4. Identify and implement ways for the Faculty of Music, in collaboration with others in the University, to **raise the profile and enhance the reputation of the University of Toronto** locally, nationally, and internationally, and for the University of Toronto to recognize and support the contributions of the Faculty of Music to its overall reputation.

STRATEGIC GOAL 1.3: THE WORLD

Globalization/Internationalization. Build upon and enhance the Faculty of Music’s role as a beneficiary of and vital contributor to the worldwide community of music, responding to and leading developments in a changing global context, and utilizing its capacity to enhance the reputation of the University of Toronto internationally. (cf. P3P#2)

INITIATIVES

The Faculty of Music will:

1. **Recruit** a broader range of students internationally, and continue to attract faculty with international profile and impact.
2. Expand our **global perspective** on music to better reflect twenty-first-century musical realities by further developing our world-music cultural programs and scholarly studies of musics worldwide, and by connecting with the multicultural communities in the GTA and internationally.
3. Host more **concerts, conferences and symposia** with international reach, seeking out high-profile **visiting artists and scholars** in conjunction with these events.
4. Expand linkages with other musical institutions across Canada and around the world through concrete **partnership and exchange** agreements, building project-based and study-abroad opportunities for our students, and capitalizing on the existing inter-institutional relationships and international travels of our faculty and staff.

2. CREATING EXCEPTIONAL EXPERIENCE: STUDENT EXPERIENCE, TEACHING AND LEARNING, RESEARCH

STRATEGIC GOAL 2.1. EXCEPTIONAL STUDENT EXPERIENCE

Continue to provide undergraduate and graduate students with an excellent yet more flexible and individually tailored educational experience to better suit their gifts, interests, and career goals in a globally changing musical environment. (cf. P3P#3)

INITIATIVES

The Faculty of Music will:

1. Become known for the **experiential character of our curricular design**, providing students with the **flexibility** to explore and discover their paths across areas of study. Develop experiential opportunities through the use of **enhanced learning technologies, internships** with other organizations, and access to professional **mentorship and guidance**.
2. Make degree requirements for all undergraduate programs more **similar in credit distribution**, including elective opportunities, and simplify course credit allocations.
3. Develop **double degree undergraduate programs** (and **collaborative graduate programs**) across Faculties to better prepare students for multidisciplinary and multifaceted future careers, creating programs that have the potential to attract elite multitalented students, not just to Music but to UofT as a whole.
4. Ensure graduate, and especially PhD and DMA programs, are **appropriately differentiated** to prepare students for excellence in their fields of study.
5. Expand the development of **professional skills**, providing students with the knowledge and opportunity to work and teach in the community and enhancing the operations of our **Music Booking Office**, which provides students with professional experiences.
6. Continue to work closely with its **student societies**, FMUA (Faculty of Music Undergraduate Association) and MGSA (Music Graduate Students Association), to keep lines of communication open, to ensure the **health and well-being** of our students, to maintain and enhance student services, and to engage together in mutually beneficial **projects and events** that effect a more integrated curricular and co-curricular experience.

STRATEGIC GOAL 2.2. EXCEPTIONAL EXPERIENCE IN TEACHING AND LEARNING

Build a collaborative community that works together to foster exceptional teaching and learning experiences for our students, faculty, and our university and public partners.

INITIATIVES

The Faculty of Music will:

1. Become known as a **centre of excellence for teaching and learning** in music—in performance and pedagogy, and in academic studies and research—by focusing on **next-generation innovation**.
2. Create a **collaborative environment** that integrates research, education, and performance so that these are intrinsically interactive, modifying **concerts and events** to make them more educational and social, integrating our teaching and research mission with our public engagement (e.g., events in conjunction with the Faculty’s 100th anniversary in 2018).
3. Review the **balance of general and specialized teaching and learning in the curriculum**, as well as **teaching and learning modalities**, to ensure the development of specialized expertise, while enhancing experiential opportunities for innovation and creativity that reflect the changing landscape of musicianship in the twenty-first century.
4. **Recruit** a more **diverse student population** locally, nationally, and internationally, to ensure a more globalized educational experience, expanding targeted **scholarships and fellowships** to attract top-quality students. Pay greater interactive attention to **pre-university** populations and develop greater flexibility in the expectations for **admissions** beyond traditional competencies.
5. Enhance the conditions of our **space and facilities** to the standards expected of a world-renowned Faculty of Music, beginning with improvements that will have the most immediate impact on the quality of the teaching and learning experience (i.e., practice rooms, rehearsal & performance spaces, common areas, Music Library, etc.).

STRATEGIC GOAL 2.3. EXCEPTIONAL RESEARCH ENGAGEMENT

Research in Music focuses on understanding music and sound in a global context as expressive cultural communication, on deciphering music and its cultural codes as a reflection of societal values and as a force that shapes them. At UofT Music our research and creative outputs include books, articles, reviews, musical scores, performances, recordings, media objects, theatre productions, conferences, colloquia, and more. Our curiosity- and creativity-driven research encompasses humanities and social-sciences disciplines, music composition and performance, and many interdisciplinary fields such as music technology & digital media, and music & health sciences. We seek consistently to achieve excellence across a broad range of research and creative professional activities, providing significant academic and artistic experiences and outcomes.

INITIATIVES

The Faculty of Music will:

1. Complete the development of its **Strategic Research Plan (SRP)**. The SRP will reflect the diversity, value, and impact of the Faculty's research and creative professional activities and will define and elaborate its areas of research focus.
2. Improve its participation and success rates in tri-council and other **granting competitions**, expanding its potential for support from SSHRC to CIHR, NSERC, and CFI as it builds its interdisciplinary capacity, seek governmental and philanthropic support for **endowed chairs** and improving research development with additional **administrative and support staff resources** (e.g., Research Grants Officer).
3. Increase and make more concrete our **cross-appointments and collaborative connections** with other units, including a large number of Faculty of Arts and Science departments and many other Faculties, EDUs (extra-departmental units), federated colleges, collaborative programs, and University Health Network clinical research hospitals.
4. Enhance **graduate student research and creative professional activity** by improving the monitoring of student progress, expanding resources for student research writing and presentation training, and further improving professional development opportunities. Provide **undergraduate students** with more opportunities for **research-based learning** (cf. P3P#3). Increase opportunities for hosting **post-doctoral fellows and visiting scholars**.
5. Continue to champion the development of the **UofT Music Library**, maintaining and enhancing its collection as among the best in North America, and fostering its capacity for supporting exceptional research and teaching & learning experiences. Support the development of the Faculty's **EDUs** to enhance inter-departmental collaboration and interdisciplinary research: CMERC (Canadian Music Education Research Centre), ICM (Institute for Canadian Music), and MaHRC (Music and Health Research Collaboratory), with others to consider.
6. **Communicate** more broadly its outcomes and achievements in research and creative professional activities, celebrating the wide societal impact of its faculty and students, putting forward individuals and groups for **recognition for major public awards**, and promoting our activities & events to **increase engagement** with other academic units and community constituencies.

3. DRIVING INNOVATION THROUGH INFRASTRUCTURE, SUSTAINABILITY, COMMUNICATIONS

STRATEGIC GOAL 3.1. INFRASTRUCTURE: SPACE, TECHNOLOGY, HUMAN RESOURCES

Drive innovation through significant **infrastructure** investment in **space, technology, and human resources**.

INITIATIVES

The Faculty of Music will:

3.1.1: Space

1. Innovate through investment in major renovation of its current facilities critical to world-class innovation and achievement, in particular the **Edward Johnson Building (EJB): MacMillan Theatre, Walter Hall, Music Library, Electro-Acoustic and Recording Studio** and **upgrades** to rehearsal, classroom, lab, practice, and common spaces (including a Lobby Café).
2. Maintain current space (for jazz program, studio/offices, practice rooms, graduate spaces) and acquire additional space at **90 Wellesley Street West (90W)** (Faculty of Music south), namely an **additional floor** in the 90W Fontbonne building for studios/practice rooms and community teaching.
3. Participate as a key stakeholder in the realization of the University's **90 Queen's Park (90QP) Project**, focusing on Music's critical needs: **250-seat Recital Hall**, access to and management of **related event and public spaces**, direct **linkage** between the EJB and the 90QP buildings with street-front presence on Queen's Park Crescent and improved **access** to the Museum subway stop on the east, and to Philosopher's Walk on the west; embracing the President's School of Cities initiative that can only be optimized by integrating the EJB facilities and Faculty of Music researchers into the project program.

3.1.2: Technology

4. Upgrade and incorporate technology into the **curriculum**, making it integral to how we create, record, teach, research, and perform music.
5. Ensure that our **website** and other forms of online presence (i.e., social media) have the look and functionality, including mobility, that millennials expect.
6. Modernize our use of technology in administrative and support functions to enhance **effectiveness and efficiency**.

3.1.3: Human Resources

7. Innovate through investment in human resources, addressing our chronic shortfall in **administrative and support staff**, building on initiatives currently underway.
8. Review its **Faculty complement**, considering the immediate, short-term, and long-term balance of full-time, part-time, and sessional faculty with a view to **optimizing quality in the delivery of its teaching programs and research priorities**. Focus on the timely renewal and judicious expansion of full-time positions.
9. Emphasize **music and health sciences**, not just as a research area, but also as an ethos of wellness: healthy students, faculty, librarians, and staff, and lifelong healthy musicians and cultural leaders.

STRATEGIC GOAL 3.2. SUSTAINABILITY: FINANCIAL AND ECOLOGICAL

Achieve and maintain financial sustainability and contribute to ecological sustainability through rigorous review of our current practices and innovative use of our resources.

A number of the initiatives described below are already underway. Based on this Strategic Academic Plan and the priorities arising from it, a **Financial Sustainability Workgroup** is reviewing the current budget structure, as well as our expenditure and revenue streams, to reimagine the Faculty's financial circumstances and to propose bold alternatives. This work will be incorporated into the implementation phase of the Plan.

INITIATIVES

The Faculty of Music will:

3.2.1: Financial Sustainability

1. Review the University **budget model** and its impact on the Faculty, focusing on those components that can be **shifted off operating** to other budgets and/or other sources of revenue support, including: program delivery, faculty complement, graduate student fellowships and TAs, and space costs.
2. Review the cost-effectiveness and **efficiency of program delivery**, including timetabling, contact-hours, one-on-one instruction, ensemble scheduling, course offerings, class sizes, use of TAs, administrative costs, and so on.
3. Identify and pursue **new sources of revenue**: attracting more international students, providing more pre-university and continuing education activities, enhancing research partnerships, creating a community school (with supervised teaching for DMA students), expanding the Music Booking Office model, reviewing the use of space, and focusing on advancement including the establishment of a new Faculty Advisory Board.

3.2.2: Ecological Sustainability

1. Enhance faculty and student awareness of **sound ecology and acoustical health & safety issues**. Become campus and citywide champions of sound quality and sound environment, by building sound studies into **curriculum and research** initiatives and connecting with experts in other disciplines and professions.
2. Investigate opportunities to further **reduce, reuse, and recycle** its resources. Develop innovative methods to reduce paper-dependent processes, adding **ecological sustainability** to the mandate of our physical resources committee.
3. Identify opportunities to transfer foundational knowledge more economically through **e-learning** partnerships as a means of reaching a wider, including international, constituency.

STRATEGIC GOAL 3.3. COMMUNICATIONS

Create communications that celebrate the range of our activities and the extent of our successes both to internal and external constituencies.

INITIATIVES

The Faculty of Music will:

1. Develop and implement a **strategic communications plan**, building on previous communications audits and current activities, to tell our story better and most cost-effectively, and to reach our **internal and external** constituencies to enhance the profile and reputation of the Faculty of Music and the University of Toronto locally, nationally, and internationally.

NEXT STEPS: IMPLEMENTATION AND ACCOUNTABILITY

In addition to this Strategic Academic Plan document, we will develop an **Implementation Plan** that will identify **short-term actions** in communications, program delivery, space improvement, and academic and administrative appointments, and **longer-term actions** where we will organize small action plan teams to weigh, prioritize, and sequence options under specific strategic goals while balancing actions with available human and financial resources.

At least annually, the Faculty will review its progress in both implementing the action plans and in meeting agreed-upon indicators of success. **Indicators of success** are specific to particular goals and initiatives (and will be developed further in conjunction with their implementation), but generally fall into the following broad categories:

1. *Communications*: increased media coverage of the Faculty of Music inside and outside the University and through analytics of our web and social-media presence.
2. *Quality assurance*: assessment of the quality of our programs, through student evaluations and surveys, internal monitoring of progress and program delivery, and area-specific reviews.
3. *Productivity*: number and quality of our UofT generated publications, productions, performances, recordings and other media objects, and recognition of our achievements through major prizes and awards.
4. *International presence*: increased internationalization in quantity and quality of students, research and exchange partnerships, and faculty engagement.
5. *Diversity*: expanding our graduate and undergraduate applications and student populations to achieve greater diversity, including international students and students from other musical cultural traditions.
6. *Alumni*: employment, employability, and career success of our graduates, their recognition through major prizes and awards, plus their level of participation of and engagement with the Faculty.

In March 2017, we will report back on our response to the External Review (Fall 2015) to Academic Policy & Programs (AP&P) and Academic Board. We will continue to monitor progress in partnership with the Offices of the Provost, Vice-Provosts (esp. VP-FAL/VP-AP), and Planning and Budget (P&B).

We will regularly communicate and seek feedback on the Faculty's progress in transforming its Strategic Academic Plan into reality through existing governance structures, including student societies, academic areas, Senior Leadership Group, Executive Committee, and Faculty Council.

REFLECTIONS AND CONCLUSIONS

Community and Common Goals

The Strategic Academic Planning process has been a beneficial participative exercise for the Faculty of Music that has allowed the community to reflect on and articulate its common mission, vision, and values; to recognize and develop its collective priorities and strategic goals; and to build relationships across disciplines and hierarchical borders, acknowledging the dedication and contributions of many individuals in their different roles.

Communications and Achievements

The process has helped to confirm that the Faculty regularly produces an extraordinary array of high-quality outcomes, achieving broad excellence in music creation, performance, education, and research, and that we need to engage in more robust communications—internally within the Faculty, across the University, throughout Toronto, nationally, and internationally—in order to garner greater recognition of our achievements.

Experience of Our Students, Prospective Students, and Alumni

Throughout the process there was broad consensus on the value of focusing our efforts on the continuous improvement of student experience at the undergraduate and graduate levels as well as extending our efforts in pre-university engagement with our prospective students and in the post-university experience of our remarkable alumni.

Challenges and Opportunities

The Faculty is aware that current challenges to its financial sustainability, physical infrastructure, and human resources risk impeding the progress of its success. Yet the opportunities—to capitalize on our location(s), to focus on creating exceptional experience for our students and ourselves in the pursuit of excellence in teaching, learning, and research, and to meet our infrastructure and communications needs—represent exciting possibilities for us to step forward together into our second century of artistic and academic leadership for the city, the university, and the world.