



UNIVERSITY OF TORONTO
FACULTY OF MUSIC

Don McLean
Dean

To: Sioban Nelson, Vice-Provost Academic Programs
For: The Committee on Academic Policy & Programs (AP&P)
From: Faculty of Music, Office of the Dean
Subject: Follow-up Report on the External Review of the Faculty of Music
Date: 2017-03-08

The present document responds to the request from AP&P at its meeting of March 30, 2016 for a one-year follow-up report from Music regarding progress on priority issues raised in the External Review of its programs (September 2015) and partially addressed in the Faculty's Administrative Response (March 2016). In particular, it was recommended the Faculty report back to AP&P concerning the completion and implementation of its *Strategic Academic Plan*, an undertaking that was still in the late stages of its professionally facilitated consultation process in Spring 2016.

In what follows, we provide a progress report on priority issues raised in the External Review, followed by a broader update on Music's now-completed *Strategic Academic Plan* and its implementation.

Issues raised in, and recommendations made by, the External Review and progress on their prioritized implementation over the past year.

At the *undergraduate* level, the External Review expressed concern over the apparent complex array of programs and the intensiveness of music requirements that tended to limit Music students' opportunities for engagement with the broader University. We are well into the process of normalizing our programs at 20 credits, having already implemented changes to our year 1 and 2 common core, and are now further reviewing upper-level specializations to enhance their flexible interaction, as recommended by the Review. We are also working with other departments, colleges, and faculties to ensure better access for Music students to non-Music courses, and to take a leadership position in the University's development of double degree programs.

At the *graduate* level, the Review identified the unusual research intensiveness of our DMA doctoral professional program, its resultant co-supervisory burdens on full-time research faculty, and the challenges of equitable student financial support in the context of University-wide funding policy. There is now a DMA working group, chaired by the Associate Dean Graduate Education and reporting to Music's Graduate Education Committee and Faculty Council, that addresses the evolving academic needs and funding structures for this highly-attractive doctoral professional program and its cohort.

In *research*, as a result of the recommendations made by the External Review, the Academic Plan puts processes and resources in place that will ensure the celebratory recognition and enhanced productivity of our creative professional activities and academic research achievements. A Research Grants Officer appointment is imminent, outcome-oriented strategic collaborations and partnerships are emerging, increased opportunities for undergraduate and graduate student

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research and professional development experience are being embedded in our programs and extra-curricular activities, more visiting scholars and postdoctoral fellows are being encouraged, and broader collective engagement with the Music Library (now through UTL) and our EDU research units is underway. These activities will lead to the consolidation of a Strategic Research Plan for Music in the context of the renewal of the university-level SRP now just underway.

The External Review advocated the expansion of the Faculty's *internal* (university) and *external* (community, professional, international) *collaborations*, more specifically that we ensure the outcome-oriented sustainability and public recognition of our partnerships within the University and with external organizations. The Faculty is rejuvenating and consolidating its current partnerships, strategically determining new ones, and ensuring that cross-media *communications* celebrating our activities and achievements are enhanced through closer coordination with our Publicity Office.

The External Review also made a number of specific recommendations concerning *budget and space* that were considered critical to the successful QA delivery of the Faculty's programs: (1) the removal of the Music Library from the Faculty budget to the central University of Toronto Libraries (UTL); (2) a fixed and permanent adjustment to the Faculty base budget to relieve pressures associated with the funding formula; (3) a reasonable reduction in the undergraduate headcount; and (4) the critical need for facilities expansion and upgrade.

There has been significant progress on these matters since the Review: (1) The Library budget move has taken place and the Music Library will welcome a new Head Librarian this summer. (2) A number of OTO (rather than base) adjustments have helped ameliorate particular financial shortfalls and have helped position the Faculty for progress on several QA fronts. (3) We are working with the Provost's office to envision a way to reduce our undergraduate cohort by ~15% with minimal financial impact, in part by more careful targeting of recruitment (by instrument and program) and by focusing on international prospect pools. A shared International Recruitment Officer is now in place and targeted action is underway. (4) The Edward Johnson Building (EJB) at 80 Queen's Park and Faculty of Music (south) at 90 Wellesley Street West (90W) are beyond capacity and in need of renovation. Over the past year, the historic UofT Electronic Music Studio has been included in the federal infrastructure lab upgrades program, a long-awaited community and event services Café in the EJB Lobby is imminent, and a vacated floor at 90W will house the Music and Health Research Collaboratory (MaHRC) along with additional studios/practice rooms. Longer-term renovation plans for the Music Library and our major performance venues (MacMillan Theater and Walter Hall) are evolving and will be included in a space master plan for Music. The 90 Queen's Park project (90QP, the Centre for Civilizations, Cultures, & Cities) will include for Music direct connection to the EJB, a new 250-seat Recital Hall, and access to other related spaces.

The recommendations of the External Review on defining the *distinctiveness* of the Faculty's academic offerings and developing a *shared vision* for the Faculty were addressed through the consultative process and completion of Music's *Strategic Academic Plan*. By way of follow-up report to AP&P, the following sections summarize the evolution of the *Plan*, its key components, and current state of implementation.

Strategic Academic Plan.

The *Faculty of Music Strategic Academic Plan 2016-2021* was completed in draft in June 2016 and submitted to the Provost's Office. Following feedback from the Provostial Advisory Group and further circulation within Music, Music's Faculty Council officially approved the Plan on October 25, 2016. The Plan went to Planning & Budget Committee on November 2, 2016 where responses to important questions concerning available resources, enrolment and educational experience, and indicators of success were addressed. The Plan then went to Academic Board for information and feedback on November 24, 2016. Further discussion and exchange occurred within the Faculty in the context of preparing an official version of the Plan for print presentation and web-based distribution. Many elements of the Plan are already implemented or well underway with several faculty-wide discussions helping to consolidate directional changes in areas such as undergraduate education, internationalization, communications, and the planning for the Faculty's 100th anniversary in 2018.

The *Strategic Academic Plan* begins with a brief review of the Faculty's historical development and the importance of reaffirming its national leadership position and building its global reputation. Following a description of the academic planning process, a number of *Challenges & Opportunities* are outlined, many of which deal directly with the "changing musical landscape" described in the External Review. The positive consultative process that produced the Plan allowed the Music community to review and refine its *Mission* (complementary to and extending that of UofT), *Vision* (aspirational intentions), and *Values* (core and constituencies). Strategic Priorities and Goals in the Plan are grouped under the broad rubrics *Location*, *Experience*, and *Innovation*.

Location builds on the President's 3 Priorities and describes the roles and goals of the Faculty of Music in the City, the University, and the World. These were areas where the External Review felt the Faculty could improve its recognition, presence and impact. *City* acknowledges and advocates for our role in articulating music's sociocultural and political values in a healthy urban environment. *University* seeks to integrate more fully with the rest of UofT in ways that contribute to its broader mission, recognizing and promoting our many current partnerships and realizing our potential as a significant contributor to Canada's largest and most diverse academic institution. *World* focuses on globalization/internationalization, expanding our global perspective by connecting locally with the GTA's multicultural communities as well as internationally through strategically chosen events, visitors, partnerships and exchange programs.

Experience centres on our core mission of artistic and academic education in terms of student experience, teaching and learning, and research. *Exceptional Student Experience* addresses the issues recommended by the External Review, as noted above for *undergraduate* and *graduate* programs. *Exceptional Experience in Teaching and Learning* channels our distinctive current and emerging pedagogical expertise to create a go-to place for innovation and excellence in teaching and learning, a collaborative cross-specialization environment, recruiting and financially supporting an increasingly diverse and international faculty complement and student population. *Exceptional Research Engagement* addresses the issues recommended by the External Review, as noted in the paragraph on *research* above.

Innovation concerns the importance to our ongoing success of *Infrastructure* (modernizing our Space, Technology, and Human Resources needs), *Sustainability* (crucially in financial terms through review of the budget model and renewed focus on advancement, but also more globally in terms of sound ecological leadership and e-systems development), and *Communications* (noting the importance of celebrating our activities and impact by better reaching internal and external constituencies). These are major issues for the Faculty, many of which were addressed in the External Review and which evolved through the consultative process leading to the *Plan*.

As a result of the External Review and the parallel consultative process within Music that led to the development of the *Strategic Academic Plan*, the Faculty has worked successfully with the University administration over the past year to address numerous structural financial, human resources (including faculty and staff complements), and capital needs. We are optimistic that these ongoing efforts, coupled with significant success on the philanthropic front, will ensure the sustainability of the Faculty and will assure the quality of its academic programs and public achievements as it steps forward into its second century of artistic and academic leadership.

Respectfully submitted,

A handwritten signature in black ink, appearing to read 'Don McLean', written in a cursive style.

Don McLean, Dean and Professor