

## **Cyclical Program Review of Music One Year Progress Report on Implementation Plan**

At the conclusion of the cyclical program review, a final assessment report and implementation plan was agreed by the Vice-Provost (Teaching and Learning), and Dean, Faculty of Arts and Science. These deans are responsible for monitoring the implementation plan.

Please complete the table below to report on progress made in the past year against the implementation plan. Add further explanation if necessary in the *additional notes* section. The table is to be completed by the program director and reviewed by the relevant deans/associate deans.

Please complete this report and return it to [quqap@queensu.ca](mailto:quqap@queensu.ca) by October 12, 2018. The Vice-Provost (Teaching and Learning) will review this progress report and discuss with the Provost. Please note that monitoring reports will be made available to the public on the Provost's Office web site.

## ONE YEAR FOLLOW UP

Recommendation		Proposed Follow-up	Responsibility for Leading Follow-up	Timeline for Addressing Recommendation	Please indicate whether the implementation is on target and on time, and provide a brief description.
1.	Reviewers recommend that the Dan School of Music and Drama clarify its relationship with partners big (e.g., The Isabel Bader Centre for the Performing Arts, Agnes Etherington Art Centre, St. Lawrence College) and small (e.g., Queen's Community Music).	Continue to rejuvenate and redefine relationships with faculties and units within Queen's, with St. Lawrence college and other appropriate cultural institutions proximal to Queen's.	Director, Dan School of Drama and Music in conjunction with other key faculty members within the School.	Ongoing.	On target. Ongoing meetings and discussions.
2.	Reviewers recommend that once the position descriptions and responsibilities of staff are reviewed, appropriate crosstraining be undertaken to ensure that the office is operating as efficiently as possible.	Continue to create and refine position descriptions and guidelines.	Director of the School in conjunction with departmental manager.	By Fall 2018.	On target. However, although an extended sick leave for one staff member will delay completion slightly.

3.	Reviewers recommend that a separate review be undertaken of Queen's Community Music.	Expedite internal review of Queen's Community Music with an emphasis on sustainability.	Director, Dan School of Drama and Music.	Recommendations from the internal review delivered to Faculty Dean by January 2018 with a view to full financial sustainability by September 2020.	On target and on time. Review indicated that a shift to an independent contractor model was warranted. That shift will be complete in August 2018. Also, 50% of the salary of QCM Director has been shifted to Faculty of Education, bringing down administrative costs. A more positive financial outlook is forecast, and the 2020 goal looks achievable.
4.	Reviewers recommend that the course build be reviewed to minimize conflicts for students.	Continue to work on minimizing scheduling conflicts.	Director, Dan School of Drama and Music in conjunction with Chair of Undergraduate Studies.	Ongoing.	On target and on time. Completed for 2018-19.
5.	Reviewers recommend that students be made aware up front of any necessary costs such as rental fees for instruments, accompanying fees, etc.	Ensure that all syllabi include information about accompanying fees. Include note about fees on School's website. Search for new Advancement opportunities.	Director, Dan School of Drama and Music	- Syllabi and website to be updated by Fall 2017. - Advancement opportunities Ongoing.	On target and on time. Information now included on all syllabi.

6.	Reviewers recommend that the Isabel Bader Centre for the Performing Arts be promoted as a Queen's facility that outshines halls elsewhere in the province and country. The Centre should be used as a major marketing and recruitment tool.	Continue to work with the Isabel Bader Centre at every possible opportunity.	Director, Dan School of Drama and Music in conjunction with the Vice-Dean Arts and Science.	Ongoing.	On target. New Marketing Co-ordinator has embraced this value.
7.	Reviewers recommend that the Isabel Bader Centre for the Performing Arts be utilized for auditions.	Continue to work with the Isabel Bader Centre at every possible opportunity.	Director, Dan School of Drama and Music in conjunction with the Vice-Dean Arts and Science.	Ongoing.	On target. Almost all auditions (except for online auditions) will take place at the Isabel in 2018-19.
8.	Reviewers recommend that the sort of retreat being undertaken with staff in the short term, be continued in the long term.	Continue to hold staff retreats in the long term.	Director, Dan School of Drama and Music.	Ongoing.	On target. Continuing to hold two retreats per year.
9.	Reviewers recommend regular meetings between representatives of the Provost, the Isabel, and the Dan School occur in an effort to reduce operational challenges and containing costs.	Continue to meet with representatives of the Isabel Bader Centre. Include Dean (or delegate) as needed.	Director, Dan School of Drama and Music.	Ongoing.	On target. Meetings occur as needed; operational costs are being effectively contained and challenges managed.

10.	Reviewers recommend that the ensemble program be reviewed, including chamber music, to ensure appropriate workload weighting, contact hours, credit weighting, and consistent and realistic policies for multiple ensemble participation, etc.	Conduct review by Academic Planning Committee. Recommended changes will be subject to the approval of Arts and Science Faculty Board	Director, Dan School of Drama and Music.	Completed by end of 2017-18 academic year.	On target and on time. Various changes to the ensemble program are now in place and will be implemented in 2018-19.
11.	Reviewers recommend that, once curricula and other changes have been completed, both to the BMus and BA programs, extensive promotion occur within and outside the institution.	Continue promotion program that is underway.	Director, Dan school of Drama and Music in conjunction with creative director of the website and marketing.	Ongoing.	On target. A new Marketing Co-ordinator is engaged in heavy national and international promotion of the Dan School.
12.	Reviewers recommend that pains be taken to ensure the flow of communication internally is constant from top down, and from bottom up.	Issue a weekly electronic newsletter about administrative activities during school year.	Director, Dan School of Drama and Music.	Addressed in part by colocation of all administrative staff in May-June 2017 Ongoing.	On target. Weekly newsletter continues.
13.	Reviewers recommend that the School develop a strategic plan for maintaining and increasing the current levels of enthusiasm and	Strike ad hoc committee to devise a strategic plan.	Director, Dan School of Drama and Music.	Fall 2017.	This recommendation is difficult to respond to, partly because the issue of morale is inherently elusive. Although the matter

	commitment amongst continuing adjuncts.				was briefly discussed by an ad hoc, it was not apparent to anyone what sort of strategic plan would be pertinent specifically to morale among continuing adjuncts. Nevertheless, it does seem that morale has improved, even if that improvement is an elusive thing to quantify. Certainly, the improvements in recruiting and the financial health of the School have been greatly beneficial. As for administrative strategies, the main approach has had to do with treating Continuing Adjuncts at every possible opportunity as central to the School rather than as second-class members. The obsessively hierarchical ethos that was a
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					hallmark of the previous School of Music, in which rank and titles were constantly emphasized, has largely dissolved as a consequence of a general tone that is much more egalitarian.
14.	Given the plans for enhancing the BA offerings (including a greater emphasis on critical inquiry) and the expected increase of non-music students taking courses in the “history” sequence, the need for qualified TAs to help offset workloads is evident. As such, the School and Faculty should devise a plan for supporting TAs within the Music programs.	Increase the number of TAs as acquire more graduate students and funding allows.	Director, Dan School of Drama and Music.	Three to five years.	On target. At this point, most of our graduate TAs come from the Cultural Studies program where numbers continue to rise. TAs are also available for the still new bur growing Arts Leadership program.

**Additional Notes:**

Please note any additional issues affecting progress, if necessary.