



Queen's University

Final Assessment Report: Executive Summary

Programs Reviewed: Bachelor of Music, Bachelor of Arts - Music

In accordance with Queen's University Quality Assurance Processes (QUQAP), this Final Assessment Report provides a synthesis of the external evaluation, internal responses and assessment of the above programs. This report identifies the significant strengths of the program, and opportunities for program improvement. It sets out and prioritizes the recommendations that have been selected for implementation.

An implementation plan is attached that identifies

- who will be responsible for acting on and monitoring progress on the recommendations,
- any resource or governance implications resulting from the recommendations, and
- timelines for implementation of the recommendations.

Summary of Review

- 1) The school's self-study was reviewed by the Dean, Faculty of Arts and Science and the Vice-Provost (Teaching and Learning). It was approved on 21 February 2017.
- 2) The review team visit took place on 27-28 March 2017. The review team members were
 - i. Dr. Glen Carruthers, Wilfrid Laurier University
 - ii. Dr. Lola Cuddy, Queen's University
- 3) The visit included a tour of facilities and meetings with
 - i. Students (undergraduate)
 - ii. Faculty
 - iii. Staff
 - iv. Director, Queen's Community Music
 - v. Cognate Heads of Departments
 - vi. Acting Dean and Acting Associate Dean, Faculty of Arts and Science
 - vii. Vice-Provost (Teaching and Learning)
- 4) The review team reported on 7 April 2017. Responses to the review team report were provided by the Director of the Dan School of Drama and Music and the Dean of the Faculty of Arts and Science.
- 5) The Senate Cyclical Program Review Committee considered all the documentation at its meeting on 11 September 2017, and reported to the Provost on the programs' strengths, opportunities for enhancement, and recommendations for improvement.

The following strengths were noted:

- Innovative new programming on Bachelor of Music Theatre with St. Lawrence College
- Collaborative approaches to working with many campus units and departments
- Offering music options to engage non-Bachelor of Music students
- Connections to community music making

The following opportunities for enhancement were noted:

- Collaborating on the new Queen's Entrepreneurship and Innovation Certificate
- Re-conceptualizing the music history curriculum to open it to all forms of music, not just the western tradition
- Exploring new models for engaging performance faculty in classroom teaching
- Developing graduate-level programs
- Looking for synergies with colleagues in Drama in the areas of academics, co-curricular and community engagement
- Enhancing faculty and staff understanding of the School's operations and structure and how Music is integrated into the overall system

The academic programs in the School of Music have been approved to continue.

Date of next review: 2021-2022.

Prepared by Vice-Provost (Teaching and Learning)

September 18, 2017



Implementation Plan

Recommendations	Proposed Follow-up	Responsibility for Leading Follow-up	Responsibility for providing Resources	Timeline for Addressing Recommendation
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	Human resources to be provided by School	Ongoing
2. Reviewers recommend that once the position descriptions and responsibilities of staff are reviewed, appropriate cross-training 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	Human resources to be provided by School	By Fall 2018

Recommendations		Proposed Follow-up	Responsibility for Leading Follow-up	Responsibility for providing Resources	Timeline for Addressing Recommendation
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	Human resources to be provided by School	Recommendations from the internal review delivered to Faculty Dean by January 2018 with a view to full financial sustainability by September 2020
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	Human resources to be provided by School	Ongoing
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	Human resources to be provided by School	Syllabi and website to be updated by Fall 2017 Advancement opportunities Ongoing
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	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	Human resources to be provided by School and the Faculty of Arts and Science	Ongoing

Recommendations		Proposed Follow-up	Responsibility for Leading Follow-up	Responsibility for providing Resources	Timeline for Addressing Recommendation
	used as a major marketing and recruitment tool.				
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	Human resources to be provided by School and the Faculty of Arts and Science	Ongoing
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	Resources to be provided by School	Ongoing
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	Human resources to be provided by School	Ongoing
10.	Reviewers recommend that the ensemble program be reviewed,	Conduct review by Academic Planning Committee.	Director, Dan School of Drama and Music	Human resources to be provided by School	Completed by end of 2017-18 academic year

	Recommendations	Proposed Follow-up	Responsibility for Leading Follow-up	Responsibility for providing Resources	Timeline for Addressing Recommendation
	including chamber music, to ensure appropriate workload weighting, contact hours, credit weighting, and consistent and realistic policies for multiple ensemble participation, etc.	Recommended changes will be subject to the approval of Arts and Science Faculty Board			
11.	Reviewers recommend that, once curricular 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	Human resources to be provided by School	Ongoing
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	Human resources to be provided by School	Addressed in part by co-location of all administrative staff in May-June 2017 Ongoing

	Recommendations	Proposed Follow-up	Responsibility for Leading Follow-up	Responsibility for providing Resources	Timeline for Addressing Recommendation
13.	Reviewers recommend that the School develop a strategic plan for maintaining and increasing the current levels of enthusiasm and commitment amongst continuing adjuncts.	Strike ad hoc committee to devise a strategic plan	Director, Dan School of Drama and Music	Human resources to be provided by School	Fall 2017
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	TAs to be funded by School	Three to five years

The Dean, Faculty of Arts and Science shall be responsible for monitoring the implementation plan. The details of progress made will be presented in writing to the Provost and Vice-Provost (Teaching and Learning) and filed in the Office of the Provost and Vice-Principal (Academic). Monitoring reports will be posted on the university web site.

Final Assessment Report & Implementation Plan

October 2, 2017

Approval Date

Vice-Provost (Teaching and Learning)



Signature

Dean, Faculty of Arts and Science



Signature

Final status of the Music Programs

Approved to Continue

Date of next program review

2021/22 Academic Year