

CCAM Response Template

Response and Implementation

On receipt of the report the members of the unit will meet in committee for discussion. The Dean and the unit head will then meet with CCAM to review the report. Based on the report, comments received from CCAM and any University planning and priority documents, the unit will then prepare a response. The response will **address the issues raised and clearly outline priorities and future directions and initiatives for the unit over the next three to five years**. As such it should be prepared in close partnership with the Dean. The response will be transmitted to CCAM which may comment on it. The response and any comments from CCAM will inform the faculty's long-term planning. The Provost or AVP (Academic) will provide a formal written response to the report from the unit.

Follow-up

Five years after the review (and mid-way before the next review) CCAM will initiate a follow-up with the unit. The unit will be invited to prepare and submit a brief report in which members of the unit comment on the consequences of the review and initiatives undertaken in response to it and respond to any comments from CCAM. In particular they will be asked to describe initiatives and plans for the coming three to five years until the next review takes place. The follow-up will be reported to Executive of Council and the report and any comments from CCAM will be made available on request.

	Initial Follow-up	18 Months	Year 5	Goal
U of R Strategic Plan 1 Indigenization				
Goal A				
Goal B				
Goal C				
Goal D				
U of R Strategic Plan 2 Sustainability				
Goal A				
Goal B				
Goal C				
Goal D				
Goal E				
External Review Report				
Recommendation A Develop strategic enrolment model	An enrollment and recruitment model has been put in place and the department will continue to work on increasing enrollment.	A new strategy will need to be put in place after the pandemic. Music had been experiencing consistent growth up to Fall 2020.	Music's enrolments are once again on the rise. Music will see the largest first-year cohort in Fall 2024. Music has been more active in recruitment	

			activities and advertising during the past 3 years.	
Recommendation B Develop new guidelines for calculation of teaching loads		Still in need of reworking guidelines. We will use the models provided in the appendix from the review as a starting point.	Music has now reworked teaching load guidelines to avoid overloading full-time professors teaching applied lessons or performance courses.	
Recommendation C Full-time positions in Choral and Piano, and prioritize others	Staffing is ongoing with the choral position now filled for a two-year term, and a term position for piano. The department continues to work towards tenured positions.	Music was able to secure a tenure-track position for choral but we have term positions in voice, piano, and theory.	Music now has a tenure-track position in Theory, Choral and Voice. We continue to have a term position in piano but will work with the Dean on converting this to tenure-track.	
Recommendation D Curriculum review and collaborations in MAP	The department stated that they had embraced the external report, and that they were in need of a curriculum review as the faculty has changed from 10-12 years ago.	Music has had discussions around curriculum review. Outdated courses have been archived or deleted. Several new courses have been added to address the needs of the students.	Music continues to revise its degree templates for course options that better serve today's students. Discussions surrounding a 1-2-year certificate program is in the works.	
Recommendation E Examine and rethink BA MAP (Music) degrees		The programs identified were reviewed by Music and we have committed to revising the curriculum for our Minors and BA options.	Music will clean up the calendar options for music outside of BMus and BMusEd degree offerings and ensure they are serving students.	
Recommendation F Budget planning and communication with		Budget planning is now done in consultation with the Faculty Administrator	The Dean worked with Lamont Stradeski in Finance to increase fees for applied music	

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<p>Dean's Office; Applied Music Instructor pay</p>		<p>from the Dean's Office. Music will continue to work at finding a way to pay applied music instructors a better wage.</p>	<p>instructors and they are now paid a competitive hourly rate which will increase regularly over time.</p>	
<p>Recommendation G Develop advancement plan outlining areas for donor growth</p>		<p>Music would like to be more directly involved in efforts for advancement.</p>	<p>Music is now regularly involved or featured in donor events and donors are invited to concerts and Music events. Music now has its own giving page on the UR website.</p>	
<p>Recommendation H Facility audit, identify more spaces, sound proofing renovations</p>	<p>Reenrollment has doubled in the past three years and space has now become an issue as sound insulation in classrooms can be needed for some classes.</p>	<p>Music was able to do an overhaul of the music library storage space. Some small mitigations were put in place to help with sound bleed between studios, but much more work is needed. Music remains in need of additional space for storage, small ensemble rehearsals, practice space, and teaching spaces.</p>	<p>The Faculty Administrator is working with UR FM to look at possible renovation options for the Music studio spaces to fix the sound bleed issue. Music has been assigned three additional rooms in the basement of the Riddell Centre, on the Visual Arts side of the building. These rooms meet the needs of small ensemble rehearsal spaces and some teaching spaces but space continues to be a concern as the Department grows.</p>	

Recommendation I Collaborative initiatives with Conservatory to enhance programming and recruitment	The department is working on ways to interact more with high school students and the university.	Community sections of ensembles have been added through the conservatory. Music will look for additional opportunities for collaboration.	Music continues to share applied music instructors with the Conservatory and to offer community sections for UR large ensembles. Music and the Conservatory now share teaching spaces for applied instructors, giving instructors more flexibility and meeting the demands for teaching spaces.	
Recommendation J Strategic planning retreat		Music will meet in Summer 2021 for a strategic planning retreat.	Music now holds an annual two-day retreat each August.	

	Year 6	Year 7	Year 8	Year 9	Year 10	Goal
U of R Strategic Plan 1						
Goal A						
Goal B						
Goal C						
Goal D						
U of R Strategic Plan 2						
Goal A						
Goal B						
Goal C						
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External Review Report						
Recommendation A						
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Recommendation G						
Recommendation H						