

November 27, 2020

Council Committee on Academic Mission  
University of Regina

Re: Department of Music Response to CCM – 18 Month Follow up Report

Dear CCAM,

Our Department was very pleased with the external review process and the recommendations laid out. Each of the recommendations from the External Reviewer's report are listed below, along with comments from the Department outlining plans to implement the report's findings.

We are committed to making changes as recommended. Most of our attention for the last eight months has been consumed by finding ways to adapt to the challenges faced by the pandemic and transitioning most of our curriculum to remote delivery. We will, however, continue to work towards improving our curriculum as laid out below.

***Recommendation A:*** *That the Department establish a strategic enrolment model for the Bachelor of Music program and program majors, including specific recruitment targets for individual instrumental and vocal areas.*

**Comments:** As noted in our initial follow up report, an enrollment and recruitment model has been put in place. To that end, the Department will continue to work on increasing enrollment, including intentional community communications, increased social media engagement, and plans to advertise in music and music education journals. Since the External Review the total number of music majors in the Department, through MAP, Champion, and Luther, has risen every year. To reset and to resume growth after the pandemic, successful new strategies will have to be developed and needs assessments carried out.

***Recommendation B:*** *Given the various modes of teaching found in post-secondary music programs, it is recommended that the Department of Music develop guidelines for the calculation of teaching loads. This will help ensure equity and clarity in the unit, and facilitate better understanding within the Faculty of Media, Art, and Performance as to how workloads are calculated in Music. Furthermore, it is recommended that all teaching be included in the calculation of yearly workloads.*

**Comments:** We are still in need of reworking our guidelines around teaching loads within the Department. Graduate teaching, applied lessons, small ensembles, and large ensembles present complex challenges to the typical calculation of teaching loads. We will use the models provided in the appendix of the External Reviewers' Report as a launching point for discussion on developing our own guidelines, taking into account the specific needs of our Department.

***Recommendation C:*** *That the recently advertised Choral and Piano positions be converted to tenure track at the earliest possible opportunity, and that the Department develop a strategic plan, prioritization and rationale for possible future full-time positions.*

**Comments:** We are pleased that the Dean of MAP has been working actively in these areas. We now have a superbly qualified professor in the tenure-track Choral position. However, while the Piano position has continued to be offered as a full-time position since the External Review, it remains a term position for the time being. We also now have a full-time term position in Music Theory, which was identified as a priority by the Department. We hope that the dean of MAP will convert the Piano and Theory positions to tenure-track positions as soon as possible, so we can successfully continue to increase our enrollment every year, including in our graduate program.

**Recommendation D:** *That the Department of Music carry out an internal review of its curriculum, and have broader curricular discussions to explore possibilities for other program initiatives that might be possible in collaboration with the Faculty of Media, Art, and Performance.*

**Comments:** Since the External Review, we have had in-depth discussions to evaluate our curriculum, resulting in an overhaul of the latter. First, courses which were no longer relevant to our program were either archived or deleted, and then several new Music courses were added to our offerings in 2020–2021. We have also identified courses taught within MAP that should be included in our current degree templates for elective options, as well as courses that need to be developed for the future. Our goal is to create new degree templates, offer new relevant courses, and to develop a new rotation of course offerings to better meet the needs of our current and future students. We plan to meet in August to finish this work (see also Recommendation J below).

**Recommendation E:** *That the Department of Music examine the need for the following programs: (Bachelor of Arts in Fine Arts (Music); Minor in Fine Arts (Music); Bachelor of Arts Honours in Fine Arts (Music); Bachelor of Arts (Music) Special 3 year), and explore opportunities that might more fully utilize the established strengths of the unit in collaboration with the expertise of the Faculty of Media, Art, and Performance.*

**Comments:** This recommendation is a specific extension of the previous recommendation (Recommendation D) and will be discussed in detail as we work to overhaul our curriculum and degree templates.

**Recommendation F:** *That the Department Head, Faculty Administrator and Dean work for clearer communication and ongoing dialogue about budget issues and the budget planning process, and that the University of Regina ensure that Applied Music instructors are paid a fair and competitive hourly rate.*

**Comments:** I am pleased to report that I have been able to meet with the MAP Faculty Administrator on a weekly basis and with the Dean on a monthly basis, since stepping into the Department Head position on 1 July 2020. I have also worked very closely with the Dean's Office this Fall on budget planning as we have had to find ways to give some of our Department budget funds back due to the University's unprecedented budgetary shortfall during the pandemic. This process has helped to clarify the needs of the Department to the Dean's Office and the budgetary concerns of the Dean's Office to the Department.

Our Department's Applied Music instructors are still paid among the lowest rates in Western Canada. Remedying this is now a high priority for the Department, and discussions around possible solutions with the Dean's Office are ongoing.

***Recommendation G:*** *Given Regina's strong cultural context and the financial challenges faced by the institution, it is recommended that the Dean of MAP, the MAP Faculty Administrator and the Department Head develop a draft advancement plan outlining areas of potential donor investment and growth. Once this draft plan is completed, that the University provide ongoing, dedicated donor relations support to the Dean of MAP.*

**Comments:** The Dean of MAP has reported working on creative strategies for increasing donor and investment and growth. We hope that this will translate into new opportunities for funding positions and/or initiatives for the Department shortly. Our music ensemble directors in the Department would also like to explore the possibility of targeting patrons attending concerts with information about donor opportunities that specifically support the Department.

***Recommendation H:*** *That the University of Regina carry out a space audit for the Faculty of Media, Art, and Performance to determine if the facilities can be improved through the installation of acoustic ceiling insulation, acoustic wall panels and door seals, and determine if there are additional spaces that might be allocated to the Department of Music for small ensemble rehearsal/coaching, and equipment/instrument/music score storage.*

**Comments:** As was reported in the initial follow-up report, our enrollment numbers have doubled in the past several years, and space is now an issue. We have been working on finding creative solutions for storage, small ensemble rehearsal space, student practice space, and applied lesson instructor teaching space. We are pleased that the Dean's Office has allocated access to a few more rooms within MAP facilities that had previously been assigned to other units, but more long-term solutions will also have to be explored.

We were also pleased that the Dean's Office funded an overhaul of the ensemble music library storage space. Moreover, some renovation projects have taken place to improve issues around sound bleed and interference between music studios, such as installing new door seals; these renovations have been helpful and are moving in the right direction. The other recommended measures, such as installing acoustic ceilings and wall panels to completely fix the troubles identified in the Review, continue to remain high on our priority list.

***Recommendation I:*** *That the Head of the Department of Music and the Director of the Regina Conservatory of Music explore the possibility of more collaborative initiatives to enhance Conservatory programming and university student recruitment.*

**Comments:** The Director of the Conservatory is very interested in creating collaborative initiatives with the Department. This fall we created new courses through the Conservatory to allow members of the community to participate with the Department's large ensembles by registering in community non-credit sections. (Large ensembles have had only three sections previously: one section for music majors for credit; one section for music majors but not-for credit; and one section for students who are non-majors not-for-credit but had no official way

to connect to community members.) We will continue to look for additional collaborations on a regular basis.

**Recommendation J:** *That the Department of Music schedule a 2 day strategic planning retreat in late August or early September 2019 for all faculty, support staff, music student association executive, the MAP Faculty Administrator, Associate Deans, and Dean. It is further recommended that this retreat be led by an outside facilitator.*

**Comments:** The Department would have welcomed and greatly benefitted from a strategic planning retreat involving the parties listed above in the late summer of 2019. We now plan to meet as a Department in August 2021 to discuss the topics outlined in the recommendations above and determine strategies that will enable us to move ahead in an effective manner.

In addition to focusing on the recommendations from the External Review, we will be closely considering each of the areas of focus noted in the Academic Unit Review Operations Manual (OPS-130-005). These are outlined below, along with comments from the Department.

- *the priorities and aspirations of each unit and the extent to which they are being realized*
- *the challenges and opportunities faced by the unit*

**Comments:** As stated above, the Department was very pleased with the External Review process and the recommendations laid out. We feel that the latter help to identify areas of priority and aspiration, challenges, and opportunities. As such, all recommendations will serve as our priorities for the next four years, with particular emphasis on recruitment, curriculum review, and the strategic planning retreat.

- *the structure and quality of undergraduate and graduate programs and instruction*
- *the contribution of each program to related disciplines and fields of study*
- *the scope and significance of research being pursued*
- *the degree to which academic programs meet students' learning needs and goals*

**Comments:** These four areas of focus are covered in Recommendations D and E. These concerns will be discussed in-depth when we go about overhauling our curriculum, degree templates, course offerings, and MAP course electives.

- *the characteristics of staffing complements*

**Comments:** This area of focus is covered in Recommendation C. Our Department's strategic planning must include prioritization of as well as rationales for future full-time tenure-track positions in an effort to reach an ideal faculty complement as fast as possible. The lack of full-time faculty positions continues to place serious restrictions and limitations on the Department.

- *the degree to which the unit is meeting its internal and external service responsibilities*

**Comments:** Our few full-time faculty members all serve on many committees within the Department, the Faculty of MAP, and the University. Additionally, since all of our full-time faculty are viewed as highly-regarded experts in their field within the larger music community,

they are continually involved in music creation, music education, and music advocacy initiatives within Regina, Saskatchewan, Canada, and internationally.

- *the role the unit plays in meeting the University's vision, mission, goals and priorities*

**Comments:** The Department is committed to working towards indigenization in our curriculum. We are keen to implement effective examples that are proactive and leading the way in this regard. In the short term, we are pleased that the Faculty of MAP offers courses that cover decolonization in the arts and can serve as electives for our music majors. We are also considering the development of a music-specific course on the decolonization of music and music education.

- *the financial resources of the unit*

**Comments:** This area of focus is covered in Recommendations F and G. We need to find ways to have a larger budget available for applied lesson instructors so that we can compensate them with fair and competitive hourly wages. This will not only strengthen our relationship with them, but also provide incentive to them to attract more students on the Department's behalf. We need to find funding for higher-level recruiting initiatives, including marketing and promotion, touring, and attendance and representation at national and international music festivals by our student ensembles as well. This will help to significantly increase the Department's overall visibility and reputation.

Finally, our transition to remote delivery in 2020 has made us rethink some of our old habits as far as our Department's work towards aligning with the University's emphasis on sustainability is concerned. We are now using much less paper, favouring digital texts, creating online performances, and increasing our creative digital interactions. At the same time, we look forward to delivering content face-to-face, incorporating important lessons learned from working remotely.

I look forward to meeting with the CCM on behalf of the Music Department and welcome feedback on our progress and goals towards the recommendations laid out in the External Review.

Sincerely,

A handwritten signature in black ink, appearing to read "David Dick". The signature is fluid and cursive, with the first name "David" being more prominent than the last name "Dick".

Dr. David Dick

Assistant Professor,  
Head, Department of Music,  
University of Regina.