

# Implementation Report for the 2021-2022 Cyclical Review of the Bachelor of Music (BMus) and Master of Arts in Community Music (MACM) Programs

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## INTRODUCTION

This is the first implementation report for the cyclical review of the Faculty of Music's Bachelor of Music (BMus) and Master of Arts in Community Music (MACM) programs that took place in 2021-2022; the Music Therapy programs offered by the Faculty of Music were reviewed separately. The full language for each recommendation from the External Reviewers' Report has been included, along with the corresponding information about implementation from the Final Assessment Report. For each recommendation, the unit has provided an update on the progress or action made toward the implementation of that recommendation, followed by comments from the relevant dean(s) and the Program Review Sub-Committee. Taking into account the updates provided by the unit and the comments from the dean(s), the Program Review Sub-Committee will review the report and determine if all recommendations have been implemented satisfactorily or if a subsequent report will be required.

## RECOMMENDATIONS PRIORITIZED FOR IMPLEMENTATION IN FINAL ASSESSMENT REPORT

Recommendation to be Implemented (from Final Assessment Report)	Responsibility for Implementation	Responsibility for Resourcing (if applicable)	Anticipated Completion Date	Additional Notes
1. A new PTP position in Community Music, for a candidate whose training will complement existing expertise in Music Education.		This recommendation has already been completed, as noted in the comments provided by the Unit.		

Recommendation to be Implemented (from Final Assessment Report)	Responsibility for Implementation	Responsibility for Resourcing (if applicable)	Anticipated Completion Date	Additional Notes
2. A senior position in Community Music, able to take on a leadership role, for a candidate whose training will complement existing expertise in Music Education.	Dean with APC	VP and Provost	2025	With current 'fiscal restraint' and the other needs in the Faculty, I do not anticipate this for at least 3 years; probably more.

**Unit Update:** The recent undergraduate curriculum renovation in the Faculty of Music has removed Community Music as its own program and instead integrated it as a specialization in the newly revised Bachelor of Music. This revision has made this recommendation less of a priority as we anticipate a decline in students solely pursuing Community Music at the undergraduate level. Nonetheless, the faculty received approval for a two-year LTA position in Music Education and has prioritized complementary expertise in Community Music as a required qualification, hoping this position will lead to a tenure track position. We believe that this position satisfies the intent of this recommendation. The committee recently held interviews, and the preferred candidate should be recommended to the Dean by mid-April 2025.

**Music Decanal Comments:** We have in fact hired a 2-year LTA, effective July 1, 2025. Please note we did not hire a PTP, as per recommendation 1.

**Program Review Sub-Committee Comments:** Based on the comments provided by the Unit and the Dean, this recommendation has been satisfied. The committee wishes the Faculty of Music good luck with the onboarding of the new Limited Term Appointment.

Recommendation to be Implemented (from Final Assessment Report)	Responsibility for Implementation	Responsibility for Resourcing (if applicable)	Anticipated Completion Date	Additional Notes
3. Creation of a Bachelor of Arts degree as an alternative to the BMus.	This recommendation is not being prioritized at this time.			

Recommendation to be Implemented (from Final Assessment Report)	Responsibility for Implementation	Responsibility for Resourcing (if applicable)	Anticipated Completion Date
4. Consideration of how existing tenured faculty members could become more engaged with the growing programs in Community Music and IMA.	All faculty	Little resourcing needed; Curricular renovation is.	2023-24

**Unit Update:** The MA in Community Music, now in its 12<sup>th</sup> year, is well-established with courses and supervision from current faculty and CTF instructors. With the introduction of the PhD Music (Community Music or Music Therapy fields), the supervisory and instruction duties are handled primarily by the faculty who created the program. Since the PhD program is not course-based, the special seminars engage guest speakers and/or existing faculty members with expertise on the topic. Faculty members have also been invited to be third readers on comprehensive exams and will be invited as members of individual PhD student dissertation committees. Research presentations, symposia, and conferences supported by Community Music are promoted and all faculty encouraged to participate and attend. The IMA BMus Concentration has been discontinued since the cyclical review, with elements of greater curricular agency and flexibility now integrated into the newly renovated BMus program.

**Music Decanal Comments:** Recommendation No. 4 is no longer relevant, as noted. A Bachelor of Arts in Music degree (assuming this is a 3-year degree) still has potential.

**Program Review Sub-Committee Comments:** The Unit's comments suggest that the intent of this recommendation – integration of FOM faculty members into the identified programming areas – has been satisfied, acknowledging also that the IMA Concentration has been closed as part of the larger Bachelor of Music curriculum restructuring.

Recommendation to be Implemented (from Final Assessment Report)	Responsibility for Implementation	Responsibility for Resourcing (if applicable)	Anticipated Completion Date	Additional Notes
5. An external audit and restructuring of staff duties, perhaps in conjunction with the introduction of departments within the Faculty.		This recommendation is not being prioritized at this time.		

Recommendation to be Implemented (from Final Assessment Report)	Responsibility for Implementation	Responsibility for Resourcing (if applicable)	Anticipated Completion Date	Additional Notes
6. Formation of a Faculty Council consisting of all tenured/tenure-stream members and the discontinuation of standalone committees.	This recommendation is not being prioritized at this time.			

Recommendation to be Implemented (from Final Assessment Report)	Responsibility for Implementation	Responsibility for Resourcing (if applicable)	Anticipated Completion Date	Additional Notes
7. Creation of secondary large ensembles, that are less rehearsal and concert intensive; these "jam ensembles" can engage non-Music students and work towards greater inclusion and provide service courses.	Performance Faculty	None needed	2022-23	We have already implemented for this fall. Additional 'non-major' ensembles are under discussion.

**Unit Update:** While the additional notes above indicate this has already been implemented, those ensembles have not been sustained since. We are currently reviewing a model for secondary ensembles that would implement this recommendation while also diversifying our ensemble offerings across a variety of musical genres and styles. In the proposed model, these ensembles would be open to music students as secondary ensembles and to all non-music students across the university. We recognize this as a major priority as we launch the newly renovated BMus curriculum in Fall 2025 with a large influx of students in the "contemporary" stream.

**Music Decanal Comments:** A departmentalized faculty is currently being explored. It has been my wish since arriving—partly to get in line with the rest of the University, partly to reduce service load on FTF, and partly to increase accountability. I'm not sure how a committee of the whole (FiC) could efficiently replace stand-alone committees. This doesn't make sense for our Faculty at this time.

**Program Review Sub-Committee Comments:** While the Dean of Music's comments seem to speak to Recommendation #6, the Unit Comments related to Recommendation #7 indicate that implementation of a solution that addresses this recommendation is in progress. No further reporting is required.

Recommendation to be Implemented (from Final Assessment Report)	Responsibility for Implementation	Responsibility for Resourcing (if applicable)	Anticipated Completion Date	Additional Notes
8. Create an alternative admission path that includes an interview but no audition on an instrument, opening admission to music studies for students who did not have the privilege of prior musical instruction on an instrument.	This recommendation is not being prioritized at this time.			

Recommendation to be Implemented (from Final Assessment Report)	Responsibility for Implementation	Responsibility for Resourcing (if applicable)	Anticipated Completion Date	Additional Notes
9. Two streams within the MA Community Music degree: a theoretical path leading to post-graduate work, and an applied music pathway. This bifurcation could be achieved with an option for a Diploma in Applied Community Music.	This recommendation is not being prioritized at this time.			

Recommendation to be Implemented (from Final Assessment Report)	Responsibility for Implementation	Responsibility for Resourcing (if applicable)	Anticipated Completion Date
10. More direct intention for Beckett School programs to ladder into Laurier Faculty of Music BMus programs, and more direct intention for BMus in Community Music to ladder into the MA in Community Music.	Dean, Director of Beckett, relevant faculty	Dean	2023-

**Unit Update:** The Beckett School has been renamed in 2023 to the Laurier Academy of Music and Arts (LAMA), with many new community initiatives that have increased enrollments. An initiative that is currently under discussion between the Director of LAMA and the AD Planning and Curriculum is a “University Prep” branch of

music lessons at LAMA that would intentionally seek to ladder students into the BMus, which relates directly to this recommendation, by offering unique opportunities for enrolled students to engage with the Faculty of Music while still in high school. The MA in Community Music program receives applications from BMus CM graduates annually. The MA program is marketed, but there is no need to inflate the numbers in that the annual quota is typically exceeded.

**Music Decanal Comments:** Agree with the faculty comments here.

**FGPS Decanal Comments:** Recommendation #9: In the Decanal Response, while I deferred to the program and Dean of Music, I questioned the wisdom of separating the theoretical and applied components of the program. So, I am in support of this Recommendation not being prioritized at this time. Recommendation #10: As of 3 July 2025, MA CM confirmations for Fall 2025 are at 9 full-time domestic, 1 part-time domestic and 4 full-time international, exceeding registration targets of 6 full-time domestic and 2 full-time international. Given that the BMus CM program continues to serve as a source of recruitment for the MA CM program and that the MA CM program is marketed, no further action is required.

**Program Review Sub-Committee Comments:** It is noted that Recommendation #9 was not prioritized during the cyclical program review process. With regard to Recommendation #10, the Unit Comments indicate that the intent of this recommendation – to identify possible pathways into the BMus – is being pursued. No further reporting is required.

Recommendation to be Implemented (from Final Assessment Report)	Responsibility for Implementation	Responsibility for Resourcing (if applicable)	Anticipated Completion Date
11. Continued review of all BMus programs, with the goal of ensuring balance and a robust interdisciplinary perspective in both academic and applied music experience.	BMus faculty, relevant Associate Deans		Ongoing

**Unit Update:** The Faculty of Music recently undertook a comprehensive and robust review of the entire BMus program, which resulted in a series of curriculum changes that were made to address the results of said review. The fully renovated curriculum rolling out in 2025-2026 is the result of continued review of our BMus program and exhibits versatility and flexibility that allows for a more interdisciplinary curriculum for all students. It also shows new connections between Music Education and Community Music specializations that provide a broader and more inclusive educational experience. This may in fact also relate to recommendation #8 above; while not being prioritized at this time, it is nonetheless a significant step toward addressing this recommendation.

**Music Decanal Comments:** Agreed.

**Program Review Sub-Committee Comments:** The comprehensiveness of the BMus curriculum review process, and the resulting changes to the degree's curriculum and structure, are impressive and to be applauded. The committee considers this recommendation to be completed and wishes the Faculty of Music good luck in rolling

out the new BMus curriculum and Specializations.

Recommendation to be Implemented (from Final Assessment Report)	Responsibility for Implementation	Responsibility for Resourcing (if applicable)	Anticipated Completion Date
12. Continued review of all BMus programs, with a focus on how the programs beyond individual classes might better reflect Indigenous ways of knowing and being.	BMus faculty, relevant Associate Deans		Ongoing

**Unit Update:** We acknowledge this is an ongoing process and there is more to do as part of decolonizing curriculum. Many Music Education and Community Music courses systematically include Indigenous perspectives, resources, and guests from various Indigenous communities. The use of circle practices in some classes, and teaching students to present meaningful land acknowledgments in some performance courses are small steps that have been taken to incorporate Indigenous ways of knowing. We have also introduced more global music and culture courses, alongside the introduction of an Afro-Diasporic specialization, launching in Fall 2025. As we deepen the partnership with the University of Ghana, we are creating opportunities for students to engage and experience non-Western, Afro-Indigenous music making. Recognizing this is an iterative process, we will continuously work to find new ways of embedding Indigenous ways of knowing and being into our programs but believe that the aforementioned actions satisfy the intent of this recommendation.

**Music Decanal Comments:** Agreed.

**Program Review Sub-Committee Comments:** The Faculty of Music has already done some notable work in this area as evidenced by recent curriculum change proposals. It is recognized that this type of recommendation is an ongoing one, and the FOM has demonstrated a commitment to engaging in this important work in an ongoing way. For the purposes of reporting back, this recommendation is considered to be completed.

#### ADDITIONAL COMMENTS

**Unit:** The major curriculum renovation that will launch in Fall 2025 now embraces both Classical and Contemporary music equally and is in direct response to many of the recommendations made in the cyclical review. Students now have one entry point, auditioning in the genre of their choice.

As a faculty, we recognize that music making today, even in the Western Classical tradition, demands versatility. Symphony Orchestras are not surviving by performing the classics alone. Professional musicians are now routinely being asked to play in a popular or commercial style, which has often been either outside the scope of University Music training or siloed into programs that do not intersect. In the new curriculum, we are designing points of intersection and cross-over, so that all students, whether following a primarily Classical or Commercial stream, have at least some exposure to multiple genres.

Students are impacted positively by these program changes in that the increase in diverse offerings and the ability to select from a broad range of courses across genres and styles allows them to develop the skills they need for their unique musical path. Students who wish greater specialization in their studies will still have this option, but all students have more elective space in the new curriculum, allowing for more flexibility and freedom.

While there will be tweaks required along the way as we reimagine music education at the tertiary level, early indications that this revision is resonating in the community, with robust audition and acceptance numbers, are heartening.

**Dean of the Faculty of Music:** Agreed. Now that we have paved the way for the new curriculum and have seen acceptances well above target, the real work begins.

**Associate Vice-President and Dean: Faculty of Graduate and Postdoctoral Studies:** The MA in Community Music program is well established and continues to draw applicants – a credit to the dedicated faculty and the program.

**Program Review Sub-Committee:** The committee appreciates the comments provided by the Unit and the Deans on the progress made in implementing the recommendations coming out of the 2021-2022 Music cyclical program review. The most notable accomplishment (and it is one, at that) since that time is the comprehensive overhaul of the Bachelor of Music degree structure and curriculum. “Opening up the hood” on one’s program curriculum can be a daunting task, and those involved with the BMus curriculum reform should be applauded for their willingness to do so. The committee looks forward to hearing how the revised BMus and its Specializations are received by students. No further Implementation Reports will be required in advance of the Faculty’s next scheduled cyclical program review, scheduled as part of the 2028-2029 review cycle.

**Subsequent Report Required:** No