



Action Plan for: Music Department

Date Self-Study Report approved by SSCPR: February 19, 2014

Program Review Action Plan

Date submitted to SSCPR: July 18, 2016 (Revised)

Date of External Review: April 7, 2014

GOALS

List and number Goals below. Add or remove Goals as needed.

1. Revise and restructure requirements for Bachelor of Music (in Musical Arts) program including the discontinuation of approximately 44 music courses, archiving all four music concentrations, revising approximately 25 courses, creating 12 new courses, including a uniform portfolio requirement (including electives), as well as a mentorship program, and requiring small ensemble participation.
2. Revise and restructure Music Diploma programs and Associate of Arts Degree in Music to align with Bachelor of Music (in Musical Arts) program
3. Establish a Signature/Faculty Concert Series
4. Establish outreach programs to high school music programs, community colleges, and various community events during the academic year
5. Consult with the Dean's Office, the Office of University Space, and Facilities regarding additional classroom, rehearsal, practice, and studio space designated for music the proposed program revision, and negotiate expanded hours for access to the music wing on weekends
6. Work with the Dean and the Business Manager of the Faculty of Arts to explore how we can increase the budget for equipment acquisition and maintenance
7. Confer with the Dean's Office and the Foundation Office regarding the establishment of an endowment fund for music scholarships, awards, and bursaries
8. Consult with marketing regarding increasing publicity for music programs and events
9. Organize faculty professional development sessions on digital technology
10. Bring new faculty on board with expertise in new areas*

Please Note:

- There were a couple recommendations made by the External Review Committee that were perplexing or impossible to carry out. The music department has added comments in italics regarding those recommendations.
- In response to the institutional report, the music department has added one additional goal above and addresses three additional recommendations to the list below, as requested by the Senate Subcommittee on Program Review June 15, 2016.

Recommendations	Report (page number)	Addressed in Goal #
<p>ER1. Greater focus on Jazz should be considered for the program. The jazz component has been increased in the public school system in the Fraser Valley and elsewhere in B.C. in the past few years, and is the direction music education appears to be headed in in this province.</p> <p><i>Department Comments</i></p> <p><i>Our core curriculum already includes jazz theory and history courses. In addition, the music program also offers Jazz Band and the Jazz Combo as small ensembles. We have also addressed other musical styles by offering a world music course and have developed an Introduction to Popular Music course. However, we can expand our offerings in jazz by scheduling an additional section of the jazz combo. There is also the possibility of offering studio lessons for various instruments, particularly rhythm section instruments. We also are aware of Capilano University's degree in Jazz and do not wish to duplicate the program within the province.</i></p>	External Review P. 19	1, 2
<p>ER2. Flexibility is highly important in the current music economy, and a focus on collaborative projects would fit well with the kind of broad-based approach that is already in the mandate, and that was articulated by the Chair during our meeting. It would also fit with the Dean's desire to modernize the program.</p>	External Review P. 19	1
<p>ER3. The Dean's office desires a modern, versatile approach to the music program with a focus on Chamber Ensembles and signature concerts, etc. This concept holds promise, and was further reinforced by some faculty who believe a multi-genre "small ensemble/chamber music" focus is desirable.</p> <p><i>Department Comments</i></p> <p><i>The department is embracing the modern versatile approach by introducing a portfolio component, a mentorship program, and special topics courses.</i></p>	External Review P. 19	1, 3
<p>ER4. Resources would be better utilized if summer courses in Music were offered, including some workshops given by Kwantlen faculty that are practical in nature – community education courses offering tutoring on instruments, etc., most likely offered to Kwantlen non-music students and the general community.</p> <p>SS6. Since both the student and community surveys indicate that a vast majority of respondents would be interested in enrichment programs such as master classes, workshops, festivals, and summer courses, the music faculty should examine the possibilities of these events becoming a reality.</p>	<p>External Review P. 19</p> <p>Self Study Report P. 24</p>	1
<p>ER5. The Department should continue to pursue the performance space initiative, as this will go some way to resolving the issues of both performance and practice space. We would hope that all levels of the KPU administration would support this venture.</p> <p><i>Department Comments (regarding practice space)</i></p>	External Review P. 19	5

<p><i>We changed the music timetable in 2014 so that we can optimize existing practice spaces. The practice spaces are now utilized to capacity during the daytime hours. This is also a facilities issue. The use of the facility on weekend afternoons -past 4pm on Saturdays and shorter hours on Sundays would definitely help the students begin to work as professional musicians (i.e. seven days a week practice as opposed to five days a week practice).</i></p>		
<p>ER6. Music Faculty and the Dean need to have a joint meeting as soon as possible so they all understand without a doubt what the plan for Music Dept. offerings in the Fall 2014 semester are, whether it's two streams, one stream, or partial offerings such as a minimum three courses to get the process started. A deadline for having the 21 new students required to make this work would need to be established, and if that quota was not met by the deadline, any new offerings would need to be withdrawn.</p> <p><i>Department Comments</i></p> <p><i>The Music Department met with the Dean on January 31st, 2014 regarding plans for fall 2014. We since have determined a rotation of upper level courses. The rotation of upper level courses has been a mainstay since then. Although enrolment in upper level courses is still not at an adequate level, they are slowly climbing.</i></p>	<p>External Review P. 19</p>	<p>Completed</p>
<p>ER7. While improving advertising may attract more students, it is not an end in itself. Putting more effort into community partnerships in the Fraser Valley may also be a very effective way of expanding the department's profile. For this reason, the community outreach work that the Chair is doing, in his 70 school visits in the coming months is among the most positive developments mentioned during the Review visit.</p> <p><i>Department Comments</i></p> <p><i>The Music Department will work towards creating stronger relationships with Douglas College and Capilano University, which will help bring awareness of KPU's degree. Presentations to Douglas College students have already been made and recruitment materials sent to Capilano University. The Music Department Chair will continue to visit schools and KPU ensembles will be encouraged to perform in the community.</i></p>	<p>External Review P. 19</p>	<p>4, 8</p>
<p>ER8. Find ways of getting a broad range of faculty to interact with the communities from Surrey to Chilliwack. Community partnerships with other organizations could assist in this area, such as performances at festivals, involvement in community events, co-productions with local groups, and projects with local schools.</p> <p>SS8. "Kwantlen Music Department must do more in terms of outreach programs."</p> <p><i>Department Comments</i></p> <p><i>Since the inception of the music program in September of 1993 the music faculty have consistently been active in local, national, and international music communities. Members of the music faculty have been and will continue to perform, teach, present at</i></p>	<p>External Review P. 19</p> <p>Self Study Report P. 25</p>	<p>4</p>

<p><i>conferences and workshops, record, adjudicate at music festivals locally, provincially, and nationally. The Kiwanis Fraser Valley International Music Festival, which draws in over 10,000 participants and audience members to KPU Langley over a six-week period, is an excellent community partnership that was established nearly 15 years ago.</i></p>		
<p>ER9. Approach alumni for contributions to the foundation for music scholarships and bursaries to help attract more students from the local area.</p> <p><i>Department Comments</i></p> <p><i>We have approached the Dean's Office and in turn the VP – Provost and the Foundation Office regarding the establishment of an endowment fund and subsequent fundraising. Before this can proceed the music program was requested to make the necessary changes to the music curriculum that is more relevant to the current music industry. The senior administration felt this was a necessary prerequisite before support from the university board could be sought.</i></p>	<p>External Review P. 19</p>	<p>7</p>
<p>ER10. With so much focus on performance at Kwantlen, it was noted that pianos are not tuned often enough to keep them in optimum operating condition. There needs to be a tuning cycle for all the pianos, at least on a monthly basis. A cycle of two weeks would be most appropriate. A piano tuner would need to be retained on contract to do this.</p>	<p>External Review P. 20</p>	<p>6</p>
<p>ER11. To decrease budget costs, hiring instructors to teach private lessons on contract and paid on an hourly basis is a possible solution. Such instructors would be non-faculty association employees. Students would pay for their private tuition fees at, for instance, \$750.00 (ten lessons at \$75.00 each) per semester. That money would go directly back to the contract instructors to pay them.</p> <p><i>Department Comments</i></p> <p><i>Due to the collective agreement, both the music department and the Dean's Office felt this recommendation would not meet the terms of the collective agreement and therefore could not be pursued. Furthermore, when considering which post-secondary institution to attend, prospective music students are drawn to specific faculty and not simply a program.</i></p>	<p>External Review P. 20</p>	<p>Unable to Address</p>
<p>ER12. The Music Department should consider establishing written protocols regarding areas that have been contentious in the past in the form of a Handbook of Department Policies and Procedures to be observed by faculty and staff. Also establish a set of faculty protocols through the mediation process regarding collegial relationships focusing on mutual respect.</p> <p><i>Department Comments</i></p> <p><i>Various members of the music department met with an organizational consultant who later submitted recommendations to the music department and the university administration. A music department policies handbook has been created and department policies have been established and continually updated as required. We will continue to update policies as required.</i></p>	<p>External Review P. 20</p>	<p>Completed</p>
<p>SS1. Twenty-two percent to thirty-five per cent agreed that social media including a music department blog, a YouTube presence as well as a Facebook presence would help increase awareness of the department overall.</p>	<p>Self Study Report P. 23</p>	<p>8</p>

<p><i>Department Comments</i></p> <p><i>The music department Facebook page has been successful in engaging music alumni, current students, and prospective students.</i></p>		
<p>SS2. “. . . what the Music Faculty could do differently to more thoroughly prepare students for future endeavours.” (i.e., contemporary courses in business, electronic/computer based courses, pedagogy)</p>	<p>Self Study Report P. 23</p>	<p>1, 2</p>
<p>SS3. We need to work to ensure that our program will continue to accommodate a wide array of students at various degrees of preparedness in order to thrive in the future.</p>	<p>Self Study Report P. 23</p>	<p>1, 2</p>
<p>SS4. “Issues of physical space (e.g., practice rooms, classrooms, rehearsal rooms).” “The lack of enough practice rooms needs to be addressed.”</p> <p>“As a department we will work with the Dean and senior administration to make much needed improvements to space allocation and facilities such that they will better meet the needs of students and faculty.”</p>	<p>Self Study Report P. 24</p> <p>Self Study Report P. 27</p>	<p>5</p>
<p>SS5. The opening of the music wing for practicing on Saturdays and Sundays must be addressed.</p>	<p>Self Study Report P. 24</p>	<p>5</p>
<p>SS7. We need administrative assistance to help provide a heightened presence on the web.</p> <p>“. . . the administrative support position, . . . would benefit significantly from a complete review.”</p> <p>We need to have a complete review of the program assistant’s position to identify the key tasks that need to be completed on a daily, weekly, and monthly basis to ensure smooth running.</p> <p><i>Department Comments</i></p> <p><i>The music department was assigned a new department assistant in 2014.</i></p>	<p>Self Study Report P. 24</p> <p>Self Study Report P. 25</p> <p>Self Study Report P. 27</p>	<p>Completed</p>
<p>SS9. “. . . developing something along the lines of a music festival – workshop held annually in May when most students are preparing for other festivals and auditions.”</p> <p><i>Department Comments</i></p> <p><i>The music department has developed ties with the Kiwanis Fraser Valley International Music Festival, where many KPU faculty often participate as adjudicators during April and May.</i></p>	<p>Self Study Report P. 25</p>	<p>4</p>
<p>SS10. “. . . since 90% indicated that YouTube and a department blog would be useful, it would be in our best interest to investigate what options are available to us in these two areas.” “</p>	<p>Self Study Report P. 25</p>	<p>8</p>

<p>“Ninety per cent of faculty respondents agree that a music blog would be valuable.”</p> <p>“We need to do an in-depth study and evaluation of our website and its content to help prospective clients have easier access to our information. At the same time, we need to set up a blog site that could enhance or enrich our presence on the web. The department would have to have a person who would be in charge of keeping the website and the blog current. That same person would be in charge of the YouTube and Facebook postings.”</p> <p><i>Department Comments</i></p> <p><i>Faculty has worked with Marketing on improving the department’s webpage. We will continue to work with marketing to improve our online and social media presence.</i></p>	<p>Self Study Report P. 26</p> <p>Self Study Report P. 26</p>	
<p>SS11. “we need to find financial resources to publicize in professional music journals and publications that appear throughout BC and across Canada.”</p> <p><i>Department Comments</i></p> <p><i>The music department advertises in Progressions Magazine (publication for the BC Registered Music Teachers’ Association) and will expand advertising into other trade magazines as the non-salary budget permits.</i></p>	<p>Self Study Report P. 25</p>	<p>Completed</p>
<p>SS12. We need to ‘have a representative speak to music teachers’ groups at meetings’ and ‘give concerts in schools.’ Another suggested that we need to ‘send information to local professional organizations for publication in their newsletters to members.’ Another suggestion was that we send ‘notices to private music teachers so we can pass them on to our students....”</p>	<p>Self Study Report P. 25</p>	<p>4, 8</p>
<p>SS13. “Continue to raise [the] profile of faculty.”</p> <p><i>Department Comments</i></p> <p><i>The music department now has an audition e-booklet, which includes links to faculty profiles. The e-booklet is emailed to applicants and prospective students and music teachers. Faculty profiles have been updated on the music department website and will continue as more information is provided by individual faculty members.</i></p>	<p>Self Study Report P. 25</p>	<p>8</p>
<p>SS14. “. . . we ‘publicize the [fact that] high school students and community members’ can join our ensembles.”</p>	<p>Self Study Report P. 26</p>	<p>4, 8</p>
<p>SS15. “With 72% of faculty dissatisfied with the existing recording facilities and recording equipment, this aspect of our program facilities must be a priority.”</p>	<p>Self Study Report P. 26</p>	<p>1, 2, 5, 6</p>
<p>SS16. The music department will attempt to secure adequate financial support to cover costs of reasonable capital and operating expenses such as instrument acquisition, equipment renewal, and large ensemble score and parts purchases.</p>	<p>Self Study Report P. 27</p>	<p>6</p>

<p>IR1. Include more world music in the curriculum</p> <p><i>Department Comments</i></p> <p><i>Although one of the main goals of the department at this stage in the program's development is to streamline the music degree. To expand course offerings in this area without evidence of demand is a bit contradictory to the program's goals at this point in time. However, integrating elements of world music into the core curriculum will certainly emphasize the diversity of the current music industry. In addition, the department is currently developing a Cuban Field School with strong music, dance, and cultural components. Since the aim is to offer this course during the summer term, the field school also addresses an interest of the music program and the Dean's Office to expand music offerings into the summer term.</i></p>	<p>Institutional Report P. 3</p>	<p>1</p>
<p>IR2. Explore alternative music-related practices</p> <p><i>Department Comments</i></p> <p><i>The proposed revisions and planned actions for the music degree already contain advanced elements of entrepreneurship and career development. However, in parallel to these actions, the university is developing an Instrument Repair Technician Program, which would provide complementary opportunities for music students to expand their opportunities. This is a deeply underserved need in Canada. Although the music department isn't directly involved in the development of this program, the pragmatic program certainly give dimension to and complement the music program.</i></p>	<p>Institutional Report P. 3</p>	<p>1</p>
<p>IR3. Bring new faculty on board with expertise in new areas</p> <p><i>Department Comments</i></p> <p><i>Dr. Daniel Tones (percussion, music history, and world Music) and Jodi Proznick (double bass, jazz, and popular music) have been hired to teach in areas that the music program has expanded into (i.e., world music, jazz, and popular music). We have recently hired Dr. Gordon Cobb to teach courses in Music Technology and Music Video Production.</i></p>	<p>Institutional Report P. 3</p>	<p>10</p>

SHORT-TERM AND LONG-TERM PLANNED ACTIONS.

Please add or remove rows or tables as needed.

GOAL #1: Revise and restructure requirements for Bachelor of Music (in Musical Arts) program including the discontinuation of 43 music courses, archiving all four music concentrations, revising 25 courses, creating 12 new courses, including a uniform portfolio requirement (including electives), as well as a mentorship program, and requiring small ensemble participation.

Short-Term Planned Action(s)	Led by	Begin on	Completed by	Notes
Submit full program proposal to Provost & VP – Academic, Dean of the Faculty of Arts, and subsequent committees	Music Department Chair	Fall 2016	Fall 2016	The curriculum will be revised to include small ensembles, a portfolio, and a mentorship program as part of the core curriculum.
Submit revised B. Music program to the Arts Subcommittee on Curriculum (ASCC)	Music Department Chair	Fall 2016	Fall 2016	
Write a memo to the Arts Subcommittee on Curriculum (ASCC) requesting the archiving of the four music concentrations (Music Education, Music Pedagogy, Composition, and Jazz Studies)	Don Hlus	Fall 2016	Fall 2016	
Write a memo to the Arts Subcommittee on Curriculum (ASCC) requesting the discontinuation of the following courses: <ul style="list-style-type: none"> • MUSI 1167, 1267, 2367, 2467, 3567, 3667, 4767, 4867 - Kwantlen String Ensemble • MUSI 1100, 1200 – Rudiments I & II • MUSI 1101, 1201 – Aural Musicianship & Rhythm Training I & II • MUSI 1133, 1233 – Fretboard Studies I & II • MUSI 3113 – Social History of the Guitar • MUSI 3533 – Acoustic Guitar Styles • MUSI 2340, 2440 – Collaborative Piano I & II • MUSI 3502 – Computer Applications in Music Education • MUSI 4751 – Conducting II: Instrumental • MUSI 4752 – Conducting II: Choral • MUSI 4786 – Ensemble Rehearsal Techniques 	Don Hlus	Fall 2016	Fall 2016	

<ul style="list-style-type: none"> • MUSI 2359, 2459 – Lyric Diction I & II • MUSI 3590 – Orchestration • MUSI 3586 – Introduction to Music Pedagogy • MUSI 4790 – Arranging for Small Ensemble • MUSI 4791 – Contemporary Composition • MUSI 1158, 1258, 2358, 2458 – Piano Repertoire I, II, III, & IV • MUSI 3540, 3640 • MUSI 3585, 3685 – Vocal Repertoire I & II • MUSI 3688, 4788, 4888 – Studio Pedagogy I, II, & III • MUSI 4899 – Music Practicum • MUSI 3535, 3635, 4735, 4835 – Jazz Improvisation I, II, III, & IV 				
<p>Revise the following course outlines:</p>				
<ul style="list-style-type: none"> • MUSI 1112 – Introduction to the Music Industry to become a full 3-credit course meeting three hours per week. 	Don Hlus & Daniel Tones	Fall 2016	Fall 2016	
<ul style="list-style-type: none"> • MUSIC 3602 – Applied Audio Recording and Music Production (to focus more on applied technology) 	Don Hlus & Gordon Cobb	Fall 2016	Fall 2016	
<ul style="list-style-type: none"> • MUSI 3512 – The Business of Music course will change in focus to Career Development and Entrepreneurship 	Don Hlus, Jodi Proznick, & Daniel Tones	Fall 2016	Fall 2016	
<ul style="list-style-type: none"> • MUSI 3500 – Revise special topics course 	Jane Hayes	Fall 2016	Fall 2016	
<p>Create the following syllabi and course outlines for the following:</p>				
<ul style="list-style-type: none"> • MUSI 11XX – Rudiments of Music - Combine MUSI 1100 & 1200 to create a one-term music rudiments course 	Zdenek Skoumal & Jane Hayes	Fall 2016	Fall 2016	
<ul style="list-style-type: none"> • MUSI 47XX - Conducting II - Combine content from of MUSI 4751 and MUSI 4752 to create a one-term conducting course 	Gail Suderman	Fall 2016	Fall 2016	
<ul style="list-style-type: none"> • Create syllabi and course outlines for mixed chamber ensemble and submit to the Arts Subcommittee on Curriculum (ASCC) for approval 	Jane Hayes	Fall 2016	Fall 2016	

• Create syllabi and course outline for popular music small ensemble and submit to the Arts Subcommittee on Curriculum (ASCC) for approval	Daniel Tones & Jodi Proznick	Fall 2016	Fall 2016	
• Create a syllabus and course outline for Music Video Production and submit to the Arts Subcommittee on Curriculum (ASCC) for approval	Don Hlus & Gordon Cobb	Fall 2016	Fall 2016	
• Create a syllabus and course outline for a first year portfolio/psychophysiology course	Gail Suderman & Dale Throness	Fall 2016	Fall 2016	
• Create a syllabus and course outline for Portfolio capstone course and submit to the Arts Subcommittee on Curriculum (ASCC) for approval	Gail Suderman & Dale Throness	Fall 2016	Fall 2016	
• Create a syllabus and course outline for MUSI 3XXX – Improvisation and submit for approval to the ASCC	Don Hlus & Jodi Proznick	Fall 2016	Fall 2016	
Create Special Topic courses in the following areas:				
• Create course outlines for a ‘Special Topics in Brass’ course and submit to the Arts Subcommittee on Curriculum (ASCC) for approval	Meijane Quong	Fall 2016	Fall 2016	Meijane Quong will create generic template for all Special Topic courses
• Create course outlines for a ‘Special Topics in Guitar’ course and submit to the Arts Subcommittee on Curriculum (ASCC) for approval	Don Hlus	Fall 2016	Fall 2016	
• Create course outlines for a ‘Special Topics in Percussion’ course and submit to the Arts Subcommittee on Curriculum (ASCC) for approval	Daniel Tones	Fall 2016	Fall 2016	
• Create course outlines for a ‘Special Topics in Piano’ course and submit to the Arts Subcommittee on Curriculum (ASCC) for approval	Jane Hayes & Meijane Quong	Fall 2016	Fall 2016	
• Create course outlines for a ‘Special Topics in Strings’ course and submit to the Arts Subcommittee on Curriculum (ASCC) for approval	Meijane Quong	Fall 2016	Fall 2016	
• Create course outlines for a ‘Special Topics in Voice’ course and submit to the Arts Subcommittee on Curriculum (ASCC) for approval	Gail Suderman & Dale Throness	Fall 2016	Fall 2016	
• Create course outlines for a ‘Special Topics in Woodwinds’ course and submit to the Arts Subcommittee on Curriculum (ASCC) for approval	Meijane Quong	Fall 2016	Fall 2016	
Make changes to the ensemble requirements of the Bachelor of Music (in Musical Arts) program				
• Principal ensembles will remain as is for program years 1-3	Don Hlus	Fall 2016	Fall 2016	
• Small ensembles will be required for all students in program year 3	Don Hlus	Fall 2016	Fall 2016	
• Students will have the option of what kind of ensemble to pursue in program year 4	Don Hlus	Fall 2016	Fall 2016	

Revise all MUSIC courses to include portfolio module in content/activities/assessment/calendar	Music Faculty as assigned	Fall 2016	Fall 2016	
MUSI 1102 - Music Technology becomes a part of the declaration requirement	Don Hlus	Fall 2016	Fall 2016	
Update theory (i.e., Language of Music) course descriptions to reflect the variety of music styles, including pop, rock, jazz, and world music used in the theory classes as well as update content to synchronize with performance courses	Zdenek Skoumal	Fall 2016	Fall 2016	Music theory instructors draw upon a variety of music styles, such as pop, rock, world music, and jazz to illustrate compositional techniques. However, since the course descriptions do not accurately reflect this content, the Music Department will update the course descriptions to better reflect the diverse content instructors draw upon in these courses.
Revise music history courses (MUSI 1153, 1253, 2353, 2453) to be inquiry and theme-based	Daniel Tones	Fall 2016	Fall 2016	
Include composition as a concentration option for studio lessons, beginning in third year, or as secondary lessons.	Zdenek Skoumal	Fall 2016	Fall 2016	
Develop a Field School to Cuba, with strong music, dance, and culture components incorporated into the curriculum.	Daniel Tones	Fall 2016	Fall 2017	

Long-Term Planned Action(s)	Led by	Begin on	Completed by	Notes
MUSI 3512 - seek partnerships with the Fine Arts department, Creative Writing, and other creative programs within KPU about developing an interdisciplinary approach to career development and entrepreneurship in the Arts.	Don Hlus	Spring 2017	Spring 2018	

Depending upon future enrolment, the music department will consider developing additional offerings in world music depending upon demand and interest of the marketplace.	Don Hlus	Spring 2017	Spring 2019	
Depending upon the needs of the community and marketplace, the music department will consider alternative music-related practices that do not duplicate already established programs in British Columbia.	Don Hlus	Spring 2017	Spring 2019	

GOAL #2: Revise and restructure Music Diploma programs and Associate of Arts Degree in Music to align with Bachelor of Music (in Musical Arts) program

Short-Term Planned Action(s)	Led by	Begin on	Completed by	Notes
Submit revised Music Diploma program to the Arts Subcommittee on Curriculum (ASCC)	Music Department Chair	Fall 2016	Fall 2016	
Submit revised Associate of Arts Degree in Music program to the Arts Subcommittee on Curriculum (ASCC)	Music Department Chair	Fall 2016	Fall 2016	

GOAL #3: Establish a Signature/Faculty Concert Series

Short-Term Planned Action(s)	Led by	Begin on	Completed by	Notes
Investigate grants available to fund Signature/Faculty Concert series	Jane Hayes	Fall 2016	TBA	
The Music Department has looked into developing a comprehensive continuing education program. This would utilize the department facilities after hours and develop further connections within the community that KPU serves.	Jane Hayes	Summer 2014	TBA	Jane Hayes tried in the summer of 2014 to make this initiative go forward with the Department of Continuing Education. Because of funding model and other barriers, no courses were offered.

GOAL #4: Establish outreach programs to high school music programs, community colleges, and various community events during the academic year

Short-Term Planned Action(s)	Led by	Begin on	Completed by	Notes
Contact high school music instructors and arrange for KPU small ensembles to present short concerts to the various high school music programs.	Music Faculty - As Assigned	May 2016	Fall 2016	
Chair will continue to book student groups with internal and external organizations	Don Hlus	Immediately	Ongoing	

Long-Term Planned Action(s)	Led by	Begin on	Completed by	Notes
The music department will again explore week-long summer workshops	Jodi Proznick	Fall 2016	Spring 2018	

GOAL #5: Consult with the Dean's Office, the Office of University Space, and Facilities regarding additional classroom, rehearsal, practice, and studio space designated for music and negotiate expanded hours for access to music wing on weekends

Short-Term Planned Action(s)	Led by	Begin on	Completed by	Notes
As a department we will work with the Dean, the Office of University Space, and Facilities to make much needed improvements to space allocation and facilities such that they will better meet the needs of students and faculty.	Music Department Chair	Fall 2016	Fall 2017	
The music department will meet with the appropriate individuals to discuss expanded hours for the music wing on the Langley Campus.	Music Department Chair	Fall 2016	Fall 2017	

GOAL #6: Work with the Dean and the Business Manager of the Faculty of Arts to explore how we can increase the budget for equipment acquisition and maintenance

Short-Term Planned Action(s)	Led by	Begin on	Completed by	Notes
The Chair will work with the Dean and the Faculty of Arts Business Manager regarding the ongoing issues with piano tuning and instrument maintenance.	Don Hlus	Summer 2016	Fall 2016	A larger systemic problem exists within the physical facilities of the music wing. The humidity within the building is inconsistent causing damage to instruments (e.g., rust and corrosion inside pianos, etc.). A professional assessment, dated spring 2014, indicated 23 out of 27 pianos require replacement, at a cost of \$10,000 to \$60,000 per instrument (upright and grand pianos). Facilities is conducting an Indoor Air Quality Assessment, which will evaluate the air quality for faculty, staff, and students. In addition, Facilities is reviewing

				systems that regulate the environment for our instruments—an absolutely pressing need.
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GOAL #7: Confer with the Dean’s Office and the Foundation Office regarding the establishment of an endowment fund for music scholarships, awards, and bursaries

Long-Term Planned Action(s)	Led by	Begin on	Completed by	Notes
The music department will ask the Dean to work with the Foundation Office to focus on a major music scholarship fundraising campaign.	Don Hlus	Spring 2017	Spring 2018	The Music Department has established an annual music scholarship concert with a focus on acknowledging current scholarship recipients and raising the profile of KPU Langley and the music program.
Once the music program revisions are complete, the Chair will meet with the music department financial advising committee to explore fundraising initiatives	Don Hlus	Spring 2017	Spring 2018	

GOAL #8: Consult with marketing regarding increasing publicity for music programs and events

Short-Term Planned Action(s)	Led by	Begin on	Completed by	Notes
Chair and Music Department Assistant will consult with music faculty regarding types of publicity needed so that the community we serve is aware that we invite community members to participate in large ensembles, can attend master classes, and other music events	Don Hlus	Summer 2016	Fall 2017	The Director of the Chorus has made gone to great efforts to advertise to KPU students and the community that the Chorus is open to non-music students. The new conductor of the KPU Wind Symphony will also be encouraged to do so. Work will be ongoing.

GOAL #9: Organize faculty professional development sessions on digital technology

Short-Term Planned Action(s)	Led by	Begin on	Completed by	Notes
Chair will arrange for a one day workshop with IET introducing music faculty to Moodle	Don Hlus	Spring 2016	Spring 2016	

Long-Term Planned Action(s)	Led by	Begin on	Completed by	Notes
Department will organize future workshops with the appropriate people, depending upon the needs of the faculty and the program.	Don Hlus	Fall 2016	Ongoing	

GOAL #10: Bring new faculty on board with expertise in new areas

Short-Term Planned Action(s)	Led by	Begin on	Completed by	Notes
The music department and Dean's office will assess the faculty staffing needs of the program once the program and curricular changes have been made and propose to the VP regarding the makeup of proposed position(s)	Don Hlus	Spring 2016	Spring 2017	

Long-Term Planned Action(s)	Led by	Begin on	Completed by	Notes
With the support of the Dean and the office of the VP, as well as an increase in enrolment, the music department would like to expand its regularized faculty by two or three full and/or part-time positions. These individuals will expand and support areas under represented by the current faculty.	Don Hlus	Spring 2016	Ongoing	

May 31, 2016

Senate Standing Committee on Program Review

Institutional Response: Bachelor of Music in Musical Arts, Program Review Action Plan

As Dean of the Faculty of Arts, and in consultation with the Provost and Vice-President Academic, Dr. Salvador Ferreras, I congratulate the faculty and staff of the Music Department for their efforts and commitment in undertaking this comprehensive program review and for their readiness to make a strong and positive contribution in the next steps they have identified in the Program Review Action Plan. Acknowledgement and thanks are especially due to Don Hlus, Chair of the Music Department, for effectively leading the team in this endeavor.

The nine goals outlined in the Music Department's Program Review Action Plan are wide-ranging and will need the combined support of the program faculty and staff, Dean's Office, and institution in order to be realized. The majority of goals identified, and the recommendations and responses that arise from them, are consistent with KPU's Vision 2018 and Academic Plan as well as the Faculty of Arts' Academic Plan.

Goal 1: Revise and restructure requirements for the Bachelor of Music in Musical Arts degree. The department has identified a significant package of revisions in order to create a more focused, sustainable, and responsive music program. My office and that of the Provost are in full agreement with this goal. Discussions with the Ministry of Advanced Education will determine if these changes constitute major revisions, necessitating approval from the Ministry. The momentum gained from making these changes may impel the department to make further modifications, such as an increase to program fees so as to be fiscally sustainable as well as a degree name change to the industry standard of a Bachelor of Music. These additional initiatives will also need Ministry approval.

In light of the likely need for Ministry approval to this slate of changes, it would be both timely and prudent for the department to identify course and program learning outcomes. Doing so will clearly announce the considerable transferable skills and raise awareness (here and elsewhere) of the abilities that successful students take with them into any number of careers and professions.

Goal 2: Alignment of the Music Diploma program and Associate of Arts degree in music with the Bachelor of Music in Musical Arts. My office and that of the Provost are in full agreement with this goal.

Goal 3: To establish a signature faculty concert series. My office and that of the Provost are in full agreement with this goal. This aligns perfectly with proposals to further KPU's relationship with the

Borealis String Quartet (BSQ), KPU's Quartet-in-Residence since 2014.

The proposal of developing a comprehensive continuing education program will be commented on in Goal 4, as it seems to fit better there.

Goal 4: Establish outreach programs to high schools, community colleges, and the community. While the department currently does outreach to the community, more is necessary and worthwhile. Including the BSQ in these initiatives ought to be considered. Dual credit with the high schools is an option, particularly with Langley Fine Arts School.

A continuing education plan involving music summer schools is a strategy I encourage the department to pursue.

Some processes may be improved upon. For example, student ensembles perform for KPU events as well as community events and bookings are currently done through the department chair. Another booking strategy should be considered, as this is not the best use of the chair's valuable time.

Goal 5: More space for the music program and increased access to the music wing on weekends. The department needs to explore using shared space for courses where instruments and other special equipment are not necessary, saving the music rooms for those courses where special equipment is required. Allowing increased access on weekends, especially for students, is certainly a goal to work towards.

Goal 6: Increased budget for equipment acquisition and maintenance. The Dean's Office is working with Facilities and the Department to monitor humidity in the building through an air quality assessment. Until this is assessed and changes made, if necessary, new equipment acquisitions will be kept to a minimum.

As well, there has been discussion about the development of an instrument repair course at Cloverdale campus. This program remains under discussion at the Provost's office. At this time the program concept is aiming towards musical instrument repair and piano technician elements. Such a unique program offering will certainly differentiate KPU Music from any other program in the region and may prove to be highly beneficial to the department.

Goal 7: Endowment fund for music scholarships, awards, and bursaries. My office and that of the Provost are in full agreement with this goal. There has been some success in this area but more needs to be done. The annual Music Scholarship concert is a valuable and highly enjoyable initiative that recognizes both scholarship donors and recipients.

Goal 8: Increased marketing. My office and that of the Provost are in full agreement with this goal. The department will want to include the BSQ in this initiative.

Goal 9: Hold faculty PD workshops on digital technology. My office and that of the Provost are in full agreement with this goal. The faculty will also want to have PD on e-portfolios, as this is a pillar of the proposed program.

As well as these nine goals, the department will also need to discuss three more goals. One is a strategy for including more world music in their curriculum. Given the diversity of the communities KPU serves, and the focus on globalism in the Academic Plan, developing courses reflective of this changing diversity makes sense. This may be achieved by offering a world music course such as the department has done in the past but also may be more effectively enhanced by integrating elements of other musical traditions into everything from theory, rhythm study, solfege, ensemble, and solo repertoire and by exposing students to the rich tapestry of musical cultures that are at our collective doorstep.

A second goal may include the exploration of alternative music-related practices such as musical entrepreneurship, production, and music therapy. Given the sizable senior population in Langley it may be well worth exploring how music therapy may be integrated into health and wellness programs aimed at improving the lives of seniors at home and in care.

A third goal pertains to staffing in the wake of a recent retirement. A formal request for a position needs to be made and this is an opportunity to bring on board a faculty member with expertise in new areas.

Once again, congratulations to the faculty and staff for this positive team effort. The group has already undertaken a number of changes to address the goals of the action plan. I look forward to working closely with them as we move forward.

Sincerely,



Diane Purvey, Ph.D.
Dean of Arts

Cc: Dr. Sal Ferreras, Provost and Vice President Academic
Don Hlus, Chair, Department of Music
Carla Deresh, Divisional Business Manager