

**Internal Academic Review Committee**  
**Report on the Review of the School of Music**

The School of Music at Queen's offers quality undergraduate programs and enjoys an excellent national reputation. Small classes, program flexibility, and a great deal of individual attention have resulted in a high level of satisfaction among the students who study in the School of Music. They become very involved in the life of the School and have positive views of their experiences and their education. Furthermore, the IAR reports take note of the knowledgeable and committed faculty, as well as the strong connections the School has with the broader community. While the overall impression of the School of Music as presented in the internal academic review is a good one, it was also pointed out that there are important and urgent issues to be addressed by the School.

Major Recommendations

1. RECRUITMENT: The IAR submissions included discussions about current program configurations and in one extreme, the suggestion to eliminate the BMUS program. However, the School of Music is in a relatively stable situation regarding resources; moreover, it is considered to have the capacity to teach more students and there is evidence that appropriate outreach can be effective in meeting enrolment targets in the specialized programs. The IARC sees the possibility both of enhancing the niche

position already enjoyed by the degree programs, and of offering attractive courses as electives for students in other disciplines.

*To meet these objectives, the IARC recommends that the School of Music engage in proactive, creative and ongoing recruitment efforts both within and outside of Queen's.*

2. COMMON VISION AND CURRICULUM REVIEW: The External Consultants and the Review Team raised concerns regarding problems of communication and the lack of a common vision amongst the faculty in the School of Music. Also identified was the need for a revamped curriculum. It is the view of the IARC that these issues should be addressed together.

*The IARC recommends that the School of Music undertake a comprehensive curriculum review for the purpose of rationalizing/consolidating course offerings and for developing attractive new electives. The process should engage all members of the School of Music community and should have the overarching goals of prioritizing objectives for the*

Outcomes of the Review:

*Joint response from the Dean of the Faculty of Arts and Science and the Director of the School of Music:*

1. RECRUITMENT:

The School of Music is intensifying its efforts to recruit new students, using both concert tours by School of Music students, and visits by faculty members to high schools to present performances, workshops, and information. Recruiting initiatives include the development of a new website (<http://www.queensu.ca/music/>) and the revision of the School's promotional material, including a new brochure.

2. COMMON VISION AND CURRICULUM REVIEW:

Restructuring of the Music History area is now complete, changes to the Theory and Composition area will be phased in over several years, and discussion of ensembles in the Performance area will begin in 2003. A unit "retreat" is planned for 2003, to further discuss matters of communication, cooperation, and administration.

3. ACCESSIBILITY:

In response to a request from the Faculty of Arts and Science on behalf of the School of Music, the Vice-Principal (Operations and Finance) has recommended the funding (\$225,000) of an elevator in the empty