Schulich School of Music
Strategic Plan 2020-25
Schulich School of Music Strategic Plan

Identifying clear pathways to achieving the School’s vision for the future.

The Schulich School of Music’s strategic plan builds on the School’s strengths and reputation to ensure its continued commitment to excellence and leadership. Aligned with the strategic objectives of McGill University, the School’s plan identifies clear pathways to achieving our vision for the future.

Starting in December 2018, the School engaged in a systematic strategic planning exercise over the course of a year, involving extensive consultation and engagement with faculty, staff, students, the Faculty Advisory Board, and critical friends of the School.
In January 2020, the Schulich School of Music launched a bold and visionary five-year Strategic Plan. The School—distinguished by its exceptional range of excellence in music performance, research, creation and technology and its established status as a leading institution—is perfectly positioned to look to the future with confidence and ambition. Building on the School’s strengths and reputation and aligned with the strategic objectives of McGill University, the Plan identifies clear pathways to achieving our vision for the 21st century and metrics by which to measure our success.

The Plan was developed through a systematic strategic planning process that took place over the course of a year, involving the engagement and commitment of the whole Schulich community—faculty, staff, students, the Faculty Advisory Board, and critical friends of the School. Six working groups with diverse membership reviewed and synthesized the ideas generated through this broad consultation, helping to craft a collective vision for the next five years.

The Schulich School of Music Strategic Plan engages with the challenges presented by the evolving role of music in society in the 21st century and sets a course for purposeful transformation. The five strategic directions are linked thematically through an intentional focus on the wellbeing of all community members. Drawing on the talent, intellect, dedication and creativity of our community, we aim to shape not only our own future, but the future of music itself.
Mission, Vision, Values
Exploring the foundation of our Strategic Plan.

The **mission** of the Schulich School of Music is to offer the highest calibre of teaching and learning, grounded in exceptional performance and research, in an inclusive and inspiring environment. This mission is directed at enabling students to achieve their full potential as innovators, cultural leaders, and global citizens, well-prepared to face the 21st century, to maintain strong connections to local and global communities, and to advance well-being through the creative use of music.

Our **vision** is for the School to be internationally recognized as a North American leader in shaping the future of musical culture and practice through a diverse and inclusive musical education that balances artistic and academic excellence, tradition and innovation, and a strong disciplinary identity with a bold and imaginative connectivity to multiple disciplines and communities.
The Schulich School of Music values:

1 Academic and Artistic Freedom
   We value the advancement of learning through the free expression of ideas and pursuit of research and artistic creation.

2 Integrity and Professionalism
   We conduct ourselves in all our interactions with respect for others and concern for fairness, inclusion and transparency.

3 Creativity and Innovativeness
   We encourage imagination and rigour in our teaching, research and performance, seeking creative ways to sustain traditional practices while pursuing new paths.

4 Communication and Connectivity
   We celebrate music’s multifaceted nature; its capacity to communicate non-verbally, physically, intellectually and emotionally, and its ability to connect at many levels with other arts and sciences and with the social and cultural experience of societies, groups and individuals.

5 Collaboration
   We value working across disciplinary, geographic and community boundaries to share, combine and advance knowledge.

6 Student-Centeredness
   We keep student needs and well-being at the forefront of our teaching and learning and the support we provide.
Strategic Directions
Students, Faculty and Staff
Enhance the recruitment and preparation of world-quality artists and researchers.

Diversity
Increase the diversity of people, practices and curriculum.

Teaching and Learning
Provide an innovative environment to educate students who will shape as well as adapt to the future.

Interdisciplinarity
Broaden the scope of inter- and intra-disciplinary research and learning.

Partnerships and Outreach
Enhance connections to communities, local and global.

Wellness
Attending to the well-being of all community members links the five strategic directions.
Students, Faculty and Staff

Enhance the recruitment and preparation of world-quality artists and researchers.

1. Attract, mentor and retain the best students nationally and internationally.

2. Recruit, support and retain top-level faculty with international profiles.

3. Provide students and faculty with 21st-century facilities and equipment.

This direction aligns with the Schulich School of Music value of academic and artistic freedom. We value the advancement of learning through the free expression of ideas and pursuit of research and artistic creation.
Diversity

Increase the diversity of people, practices and curriculum.

1. Diversify our community by implementing strategies to recruit underrepresented populations.

2. Improve equity, diversity and inclusion in personal awareness and practices.

3. Enhance the diversity of repertoire, curriculum and teaching modalities.

This direction aligns with the Schulich School of Music value of integrity and professionalism. We conduct ourselves in all our interactions with respect for others and concern for fairness, inclusion and transparency.
Teaching and Learning

Provide an innovative environment to educate students who will shape as well as adapt to the future

1. Promote a student-centred, evidence-based focus in the education we offer
   Expand opportunities for community engagement within the curriculum

2. Train and educate students to develop transferable skills to succeed in a rapidly changing world

This direction aligns with the Schulich School of Music value of creativity and innovativeness. We encourage imagination and rigour in our teaching, research and performance, seeking creative ways to sustain traditional practices while pursuing new paths.
Interdisciplinarity

Broaden the scope of inter- and intra-disciplinary research and learning

1. Develop a new cross-disciplinary initiative in performance science

2. Expand opportunities for community engagement within the curriculum

This direction aligns with the Schulich School of Music value of communication and connectivity. We celebrate music’s multifaceted nature; its capacity to communicate non-verbally, physically, intellectually and emotionally, and its ability to connect at many levels with other arts and sciences and with the social and cultural experience of societies, groups and individuals.
Enhance connections to communities, local and global

1. Increase opportunities for McGill to go into the community and for the community to come to McGill

2. Establish partnerships and sponsorships with industry

3. Develop new opportunities for community engagement through the McGill Conservatory

This direction aligns with the Schulich School of Music value of collaboration. We value working across disciplinary, geographic and community boundaries to share, combine and advance knowledge.