

Schulich School of Music Strategic Plan

Process and timeline

December 2018 – January 2019

Faculty Council holds an all-day workshop, facilitated by Dr. Sheila Brown, educational consultant, to draft mission, vision, values, situational analysis (SWOT), strategic directions, and initiatives.

Dr. Brown and the School's Executive Committee create a draft discussion document.

Draft discussion document distributed to all faculty, staff and students.

Community Town Hall meetings held for all faculty, staff and students to discuss work to date.

Community invited to submit written feedback.

February 2019

Executive Committee reviews materials and feedback to date, and reaches consensus on the foundational elements of the Strategic Plan and its directions.

Faculty, staff and students invited to participate in Working Groups.

Executive Committee establishes Six Working Groups, one for each strategic direction and the enabling direction, with representative membership (faculty, staff, students) and chaired by an Executive Committee member.

Working Groups work on recommendations for prioritizing initiatives for strategic directions.

School's Faculty Advisory Board presented with planning progress to date.

Working groups consult about prioritizing initiatives with Visiting Scholar and Schulich Dean's Chair in Music, Dr. Jeremy Cox.

Full community of faculty, staff and students given opportunities to consult about strategic plan with Dr. Cox.

Dr. Cox makes a presentation on strategic planning to Faculty Council and leads discussion.

March - April 2019

Executive Committee reviews recommended priority initiatives for each strategic direction.

Faculty Council discusses priority initiatives in small groups led by Working Group chairs.

Small group discussion of priority initiatives at the administrative staff meetings led by the Faculty Administrator.

Working Groups engage with SWOT analysis and develop recommended action plans for each initiative, in consultation with the Wellness Working Group and the broader community.

Working Groups consult about action plans with Visiting Scholar and Schulich Dean's Chair in Music, Dr. Jeremy Cox.

Full community of faculty, staff and students given opportunities to consult about strategic plan with Dr. Cox.

Community Town Hall held to discuss Working Group progress to date.

May - August 2019

Executive Committee reviews recommended action items for prioritized initiatives, identifies common themes and reduces action items to a feasible number.

Faculty Administrator shares planning progress to date with administrative staff.

Dean and Executive Committee, in consultation with Dr. Brown, develop a draft summary action plan.

September 2019

Dean presents draft strategic plan to Faculty Advisory Board for review and feedback.

Working Groups review the draft summary action plan.

October 2019

Community Town Hall held to discuss draft summary action plan.

Feedback solicited from community members who could not attend.

November 2019

Further consultation by the Dean with Dr. Sheila Brown.

Faculty Administrator gives update on planning progress to administrative staff.

Strategic planning document finalized; detailed action plan developed by Executive Committee.

December 2019

Faculty Council votes on approval of Strategic Plan.

Next Steps

January 2020: Public version of Strategic Plan completed and made available; Strategic Plan implementation of action plan begins.

Spring 2021: Review implementation progress to date, record data.

Spring 2022: Review implementation progress to date, record data.

2022-23: Coordinate continued action plan implementation with cyclical Departmental reviews for both departments.

Spring 2024: Final review of implementation of five-year plan, using data from all reviews to inform the next version of the School's strategic plan.

December 2024: Completion of first five-year plan; approval of next five-year plan.