

**Cyclical Program Review of Academic Programs in the Department of Film and Media
One Year Progress Report on Implementation Plan**

Date: May 5, 2017

Recommendation	Proposed Follow-up	Responsibility for Leading Follow-up	Timeline for Addressing Recommendation	Please indicate whether the implementation is on target and on time, and provide a brief description.
<p>1. As identified by the Review Team, the Department of Film and Media is a well-managed unit that has thrived despite a long period of fiscal constraints. The SCPRC recognizes that resource limitations may cause a “single points of failure” (for example the revenue source associated with instruction of online courses taught by one particular instructor) in the Department because Film and Media does not have a clearly articulated succession plan. If key positions become vacant (tenured-faculty, instructors, support staff or technicians), the department will be left in a very vulnerable position. Therefore, the SCPRC recommends that the Department of Film and Media, in conjunction with the Faculty of Arts and Science, create a succession plan that:</p>	<p>Initiate discussions with relevant associate dean, department head, staff, technicians and faculty.</p>	<p>Relevant associate dean of Arts and Science in consultation with the department head</p>	<p>Dean of arts and science’s <i>annual report</i> to the provost 2016</p>	<p>We have identified 3 areas that are vulnerable to the “single point of failure” scenario: large enrollment media courses, production courses, and the first-year course (FILM 110).</p> <p>Large Enrollment Media Courses. This slate of courses is vulnerable because they are taught by one faculty member, some of which are online. In addition, some of these are core courses. We are currently reconfiguring the courses in order to lower enrollment numbers and remove one of them as a core requirement – a redundancy which had been identified last year.</p> <p>We are also introducing new large enrollment courses which are more flexible regarding content, so that they can be taught by many different faculty members. These courses will be designed to appeal to students outside the department, and will have minimal prerequisites.</p>

<ul style="list-style-type: none"> a) Identifies critical positions and positions that will be hard to hire; b) Encompasses an inventory of existing skills and core competencies (including scholarly fields of knowledge) and potential skills within the department; c) Identifies individuals who can step into a role should the position become vacant; d) Identifies professional development opportunities for support staff to ensure they have the necessary skills to meet future job requirements; e) Includes a strategic plan for recruitment of additional positions should opportunities arise in the future. 				<p>The faculty member responsible for teaching the large enrollment media courses is currently in the process of moving to another department, and we will advertise for a replacement to begin in the Fall of 2019. At that time the vulnerability concern will have been resolved.</p> <p>Production courses. A current faculty member responsible for production courses is retiring at the end of the 2016-17 academic year, and is being replaced by a faculty member who is very versatile with respect to her teaching range. This will in turn allow us to make our slate of production courses more flexible. Also beginning in 2018, we are essentially transforming a term adjunct position into a tenure track position. This will consolidate the options available to us, and allow for much greater flexibility.</p> <p>FILM 110. The final area of vulnerability concerns FILM 110, a 6.0 credit 1st-year course. Until recently, it was taught by 2 faculty members – one each semester. It is a labour intensive course, and it is consequently difficult to replace a faculty member who may be on leave or otherwise unavailable. We have now reconfigured it as a 4-faculty course, and are in the process of making the course more modular in nature. This structural</p>
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				redesign will make it considerably easier for faculty members to cycle in and out of the course when staffing availability changes.
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Additional Notes:

Please note any additional issues affecting progress, if necessary.