

Queen's University
Executive Summary of the Review of the Academic Programs in the Department of Drama

In accordance with Queen's University Quality Assurance Processes (QUQAP), the Department of Drama's self-study was sent on January 23, 2014 to the Faculty of Arts and Science and the Provost and Vice-Principal (Academic) to initiate the cyclical program review of its undergraduate programs. The approved self-study presented program descriptions, learning outcomes, library report and analyses of data provided by the Office of Institutional Research and Planning. Appendices to the self-study contained CVs for each full-time member in the Department of Drama.

Two arm's-length reviewers (Dr. Jan Selman, Professor, Department of Drama, University of Alberta and Dr. Peter Taylor, Professor, Department of Mathematics and Statistics, Queen's University) examined the materials and conducted a site visit on February 6-7, 2014. The site visit included interviews with the vice-provost (teaching and learning), dean and vice-dean (arts and science) and meetings with undergraduate students, librarian, cognate heads, staff and faculty.

In its report (October 3, 2014), the review team provided feedback that describes how the Department of Drama's programs meet the QUQAP evaluation criteria and are consistent with the university's mission and academic priorities. The review team had high praise for the Department of Drama's integration of both theoretical and practical study of theatre into a "balanced" single program. The review team also noted how grateful graduates of drama programs are for the liberal arts emphasis of their student experience.

The review team did report on a number of challenges including: making the most of the new ancillary space at the Isabel Bader Centre for the Performing Arts; working with the university and faculty office regarding the new budget model to promote variations in a funding framework that takes into account Drama's unique space needs; the requirement for restricted class size caps; and, the need to actively assess/evaluate the outcomes and impact of recent changes to the structure of core courses within the BAH program.

Based on all of the above documentation, a *Final Assessment Report* and an *Implementation Plan* were prepared by the vice-provost (teaching and learning) and approved by the provost (January 23, 2015).

The academic programs in the Department of Drama have been approved to continue and are scheduled for their next review in eight years (2021-2022).

Prepared by the vice-provost (teaching and learning)
February 3, 2015

Final Assessment Report & Implementation Plan for the Cyclical Program Review of the Academic Programs in the Department Drama

In accordance with Queen's University Quality Assurance Processes (QUQAP), this final assessment report provides a synthesis of the external evaluation and the internal response and assessments of the undergraduate programs delivered by the Department of Drama. This report identifies the significant strengths of the programs, together with opportunities for program improvement and enhancement, and it sets out and prioritizes the recommendations that have been selected for implementation.

The report includes an implementation plan that identifies who will be responsible for approving the recommendations set out in the final assessment report; who will be responsible for providing any resources entailed by those recommendations; any changes in organization, policy or governance that will be necessary to meet the recommendations; who will be responsible for acting on those recommendations; and, timelines for acting on and monitoring the implementation of those recommendations.

Summary of the Cyclical Program Review of the Academic Programs in the Department of Drama

The Department of Drama submitted a self-study to the Faculty of Arts and Science and the Office of the Provost and Vice-Principal (Academic) on January 23, 2014. The self-study presented the program descriptions and learning outcomes, an analytical assessment of the academic programs, and program data including the data collected by the Office of Institutional Research and Planning. Appended to the self-study were a number of documents including CVs for each member of the Department of Drama and the library report.

One arm's-length external reviewer (Dr. Jan Selman, Professor, Department of Drama, University of Alberta) and one arm's-length internal reviewer (Dr. Peter Taylor, Professor, Department of Mathematics and Statistics, Queen's University) were selected by the vice-provost (teaching and learning) in consultation with the dean of arts and science, from nominations submitted by the Department of Drama. The review team evaluated the self-study documentation and then conducted a site visit to Queen's on February 6-7, 2014. The site visit included interviews with the vice-provost (teaching and learning), dean and vice-dean (arts and science) and meetings with undergraduate students, librarian, cognate heads, staff and faculty.

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The head of the department of drama, after consultation with faculty and staff in the department, submitted a response to the review team report (October 22, 2014). The vice-dean (arts and science) (November 24, 2014) also submitted his response to the provost's office. Specific recommendations were discussed, and clarifications and corrections presented.

Subsequent to receipt of the review team report and the internal responses from the department and the vice-dean (arts and science) the senate cyclical program review committee (SCPRC) dedicated its meetings of November 25, 2014 and January 13, 2015 to this particular discussion.

The SCPRC would like to recognize the following strengths:

- Well developed and articulated Learning Outcomes;
- Developing a core curriculum with excellent alignment to all four pillars of the Academic Plan;
- Delivering a curriculum that demonstrates innovative disciplinary modelling around knowledge and skill acquisition, critical thinking, problem solving, and student engagement;
- Providing an environment for its students to discover the integration and bridging between theory, research, creation, interpretation and practice of theatre;
- Cultivating a strong connection and relationship with alumni/graduates of the program;
- Providing several opportunities for experiential learning both on and off campus.

The SCPRC would like to identify the following opportunities for enhancement. The department is encouraged to continue to explore:

- Initiatives that strengthen links to theatre companies/organizations, St. Lawrence College, and other departments within Queen's to enhance collaborative, cross-disciplinary and experiential learning for students;
- Working with the university and other creative arts department to develop policies and procedures that will enhance the transition of utilizing two spaces (i.e. Theological College and the Isabel Bader Centre for the Performing Arts) to ensure use of both sites is optimized;
- Expansion of offerings of medial courses to increase enrolment and open up courses to third and/or fourth year students in any discipline who may or may not have drama prerequisites;
- Strategic development of curriculum that teaches transferable competencies such as personal growth, leadership skills, creative problem solving, public speaking/presentation and group participation.

Summary of the Reviewers' Recommendations with the Department and Faculty's Responses

Playwriting and play creation

The review team recommends that the Department of Drama consider enhancing and highlighting the strengths in playwriting and play creation which is unique to Queen's.

The department responded that enhancing and highlighting its strengths in playwriting and play creation is a good idea and they will look into ways of doing so over the next year. The departmental response went on to say that this is partly a matter of developing new promotional strategies, and most likely the best tool will be a rebuilding of the department's web presence. Due to competing priorities such as a possible merger with the School of Music and the creation of a collaborative BFA in Musical Theatre with St. Lawrence College, the department may have to wait before investing in a web redesign.

Expanding offerings to non-drama students

The review team recommended that consideration be given to expanding offerings of medial courses (particularly third-year) to third and fourth year students in any discipline that do not have drama prerequisites.

The department responded that the idea of conceiving some third year courses that can be offered specifically to non-Drama students is a good one. One obstacle would be staffing but the department felt that this is not wholly insurmountable. The response pointed out that this year Drama is offering a new third-year course, DRAM 303 First Nations Playwrights, and that it will be interesting to see how this new course fares. Consideration has already been given to creating two additional third-year courses that could be offered in rotation and perhaps in collaboration with another unit. The response went on to say that Drama has started a couple of similar second-year courses, although they take the reviewers' point that there may be some demand amongst upper years students for such courses, and they will do their best to speak to the imperative.

Transition to the Isabel Bader Centre for the Performing Arts

The review team recommends that work on many levels is needed to make the most of the new black box theatre and ancillary spaces at the Isabel Bader Centre for the Performing Arts. This change will demand a lot of energy, time and focus over the next few years. Areas to pursue are no doubt evident to the Department, and include: making use of the high profile opportunities to showcase student, faculty and staff performance, creation and research; developing strong procedures which support maintaining department strengths [(such as interaction across years and areas of interest, sense of community, student independence, discovery learning) while transferring and separating some activities to a second site; discovering new opportunities that the new site can enable (such as new interdisciplinary groups, new creative options in the black box, lobby spaces, etc.); addressing with the University and Faculty communication, transport and impacts of the new budget system as it relates to this Centre; etc.]

The department responded that the shift to the Isabel has been often thrilling, but sometimes not easy. The department indicated that they foresaw as much, although there have been plenty of details that were not foreseen. The department assumes that it will take a couple of years to fine tune the policies governing its use of the Isabel to make the most of the opportunity on the one hand while, on the other, maintaining, across two spaces, the robust culture that has characterized Queen's Drama.

The vice-dean (arts and science) responded that the faculty is well aware of the challenges associated with the move to the new Centre and is assisting drama and other users of the new facility during this transitory period. This assistance takes the form of ongoing close interaction with the administration of the Isabel and physical plant services with respect to sorting out operational challenges related to teaching and learning. In addition, the faculty is the lead on the academic planning committee for the Isabel.

Implementation Plan:

Recommendation	Proposed Follow-up	Responsibility for Leading Follow-up	Timeline for Addressing Recommendation
1. As noted in the Review Team recommendations, the department of drama should institute and formalize a rolling three-year season selection process to ensure cumulative diversity, representation, variation of style, and opportunities for department artists (faculty, staff and students).	Initiate discussions with relevant faculty, staff and students within the department	Head, Department of Drama	Dean of arts and science's annual report to the provost 2016

The dean of arts and science in consultation with the head of the department of drama shall be responsible for monitoring the implementation plan. The details of progress made will be presented in the dean's annual reports and filed in the Office of the Provost and Vice-Principal (Academic). Monitoring reports will be posted on the university web site.

Final Assessment Report & Implementation Plan

05.02.15

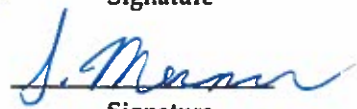
Approval Date

Vice-Provost (Teaching and Learning)



Signature

Dean, Faculty of Arts and Sciences



Signature

**Final status of academic programs in the
Department of Drama**

Approved to Continue

Date of next program review

2021/2022 Academic year