

Queen's University
Executive Summary of the Review of the Academic Programs in the Department of Film and Media

In accordance with Queen's University Quality Assurance Processes (QUQAP), the Department of Film and Media submitted a self-study on November 12, 2014 to the Faculty of Arts and Science and the Office of 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 Film and Media and the library report.

Three arm's-length reviewers (Brian McIlroy, Professor, University of British Columbia; Patrice Petro, Professor and Vice-Provost, University of Wisconsin-Milwaukee; and, Jonathan Rose, Associate Professor, Queen's University) examined the materials and conducted a site visit on February 9 and 10, 2015. The site visit included interviews with the deputy provost, dean and associate dean of the Faculty of Arts and Science and meetings with the department head, heads of cognate units, director of the Agnes Etherington Art Centre, the librarian, students, technicians, staff and faculty.

In their report (February 17, 2015), the review team provided feedback that describes how the Department of Film and Media's programs meet the QUQAP evaluation criteria and are consistent with the university's mission and academic priorities. The review team noted that the Department of Film and Media is strongly led, has a vision, is highly collegial, and produces excellent graduates taught by a committed and impressive faculty complement.

The review team did report on a number of challenges including: the need for more teaching assistants; improving the attractiveness of the Isabel Bader Centre as a community and creative space; and, the need to make course descriptions uniform across platforms.

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 (August 12, 2015).

The academic programs in the Department of Film and Media have been approved to continue and are scheduled for their next review in eight years (2022-2023)

Prepared by the vice-provost (teaching and learning)

September 8, 2015

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

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 Film and Media. 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 Film and Media

The Department of Film and Media submitted a self-study on November 12, 2014 to the Faculty of Arts and Science and the Office of the Provost and Vice-Principal (Academic) to initiate the cyclical program review of its undergraduate programs. 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 Department of Film and Media and the library report.

Two arm's-length external reviewers (Brian McIlroy, Professor, University of British Columbia and Patrice Petro, Professor and Vice-Provost, University of Wisconsin-Milwaukee) and one arm's length internal reviewer (Jonathan Rose, Department of Political Studies) 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 Film and Media. The review team evaluated the self-study documentation and then conducted a site visit to Queen's on February 9 and 10, 2015. The site visit included interviews with the deputy provost, dean and associate dean of the Faculty of Arts and Science and meetings with the department head, heads of cognate units, director of the Agnes Etherington Art Centre, the librarian, students, technicians, staff and faculty.

In their report (February 17, 2015), the review team provided feedback that describes how the Department of Film and Media's programs meet the QUQAP evaluation criteria and are consistent with the university's mission and academic priorities. The review team noted that the Department of Film and Media was committed to providing a rich and valuable student

learning experience. In particular, the review team noted that that Department of Film and Media is strongly led, has a vision, is highly collegial, and produces excellent graduates taught by a committed and impressive faculty complement.

The review team did report on a number of challenges including: the need for more teaching assistants; improving the attractiveness of the Isabel Bader Centre as a community and creative space; and, the need to make course descriptions uniform across platforms.

The department head, after consultation with faculty and staff in the department, submitted a response to the review team report (March 7, 2015). The associate dean of the Faculty of Arts and Science (March 20, 2015) also submitted her 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 associate dean of Arts and Science, the senate cyclical program review committee (SCPRC) dedicated part of its meeting of April 14, 2015 to this particular discussion.

The SCPRC would like to recognize the following strengths of the Department of Film and Media:

- Providing high quality programs that are vibrant, current and innovative, and enrich the student learning experience;
- High quality faculty who excel in interdisciplinarity scholarship, teaching and research;
- High quality support staff who are dedicated to serving students and the unit;
- Fostering strong relationships and engagement in the Queen's and Kingston communities, the nation and the community of nations;
- Clearly articulated learning outcomes that align with all four pillars of the Queen's academic plan;
- Integrating different modes of delivery including blended, fully online and conventional classes that ensure students grasp the interrelation of historical, theoretical, and practical learning and at the same time developing technical skills while also understanding the contexts of their aesthetic intelligence.

The SCPRC would like to identify the following opportunities for enhancement. The department should continue to:

- Pursue ways to work with other stakeholders, including students, to make the Isabel Bader Centre for the Performing Arts a more welcoming and appealing community space;
- Establish a new undergraduate program in Cultural Studies; BA General in Cultural Studies;
- Foster stronger links with other units such as the Agnes Etherington Art Centre, the Department of Drama and the Department of History;
- Reinstate teaching assistantship positions for fourth-year film major and honours students;

- Identify a single point of contact for students enrolled or interested in the stage and screen program.

Summary of the Reviewers' Recommendations with the Head's Response

Isabel Bader Centre for the Performing Arts

The review team noted that although the Isabel Bader Centre had opened up new horizons for the department, there needed to be a joint effort among all stakeholders to make the building more appealing as a community space to students and faculty.

The department head responded that because this is the first year Film and Media has been located in the Isabel a concerted effort has been placed in adjusting to the new spaces and technologies. Monthly meetings are held between the director of the Isabel and other heads to resolve problems and develop a shared future through public and academic programming. The response went on to say that now there is permanent management for the Isabel in place the operations committee is being restarted. The head noted that the lack of food service is a significant barrier to creating a welcoming "home" for students and destination for the public.

Teaching Assistant Positions

The review team commented that they supported the Faculty of Arts and Science's desire to reinstitute some teaching assistantship positions for fourth-year film major and honours students. They believed that this would assist not just with professional development but with efforts to enhance a community in the new building.

The department head responded that the department had budgeted for undergraduate students to work as mentors in four production courses in the coming academic year. The department was also working with the student council to discuss other ways to encourage a sense of belonging.

Fostering Links with Other Units

The review team noted that a number of stakeholders (Library, Agnes Etherington Art Centre, Art History, Drama, etc.) were very keen on developing more links with the Department of Film and Media. The review team encourage such initiatives and suggested that one simple measure would be to have the subject librarian attend the first departmental meeting of the year to remind faculty of the resources available as this is one way to ensure resources are well used.

The department head expressed her agreement that it is a very good idea to include the subject librarian in departmental meetings. The response went on to explain that Film and Media have regular, ongoing programming and curricular meetings and activities with Drama, Music, Visual Arts and the Agnes. Collaboration with these units includes jointly offering three interdisciplinary courses with a special field program and co-sponsoring visiting artists in residence with the Agnes. In addition, film and media has initiated a summer institute of the arts, starting in 2016, which will involve all of the above stakeholders.

Implementation Plan:

Recommendation	Proposed Follow-up	Responsibility for Leading Follow-up	Timeline for Addressing Recommendation
<p>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> <ul style="list-style-type: none"> o Identifies critical positions and positions that will be hard to hire; o Encompasses an inventory of existing skills and core competencies (including scholarly 	<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>fields of knowledge) and potential skills within the department;</p> <ul style="list-style-type: none"> o Identifies individuals who can step into a role should the position become vacant; o Identifies professional development opportunities for support staff to ensure they have the necessary skills to meet future job requirements; o Includes a strategic plan for recruitment of additional positions should opportunities arise in the future. 			
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The dean of Arts and Science shall be responsible for monitoring the implementation plan. The details of progress made will be presented in the deans' 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

September 16 2015

Approval Date

Vice-Provost (Teaching and Learning)



Signature

Dean, Faculty of Arts and Science

Final status of academic programs in the

Department of Film and Media

Date of next program review


Signature

Approved to Continue

2022/2023 Academic year

