

Cyclical Program Review of Academic Programs offered by Film and Media Progress Report on Implementation Plan: 4-year

Date: 5/25/2022

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Programs	Degrees
Screen Cultures and Curatorial Studies	MA, PhD
Film and Media	BA, BAH
Stage and Screen Studies (now called Media and Performance Production)	BAH
Certificate in Media Studies	UG Certificate

Table 1 Add/delete rows as required

At the conclusion of the cyclical program review, a final assessment report and implementation plan was agreed by the Teaching and Learning Office and the Deans of the Faculty of Arts and Science and School of Graduate Studies. These deans are responsible for monitoring the implementation plan. This report is an important step in the overall cycle of continuous improvement and is an opportunity to reflect on, and document, the progress made on incremental improvements to address recommendations in the implementation plan.

Please complete the table below to report on progress made in the past 4 Years4 Years against the implementation plan. Add further explanation, if necessary, in the *additional notes* section.

Please complete this report and return it to gugap@queensu.ca by 2/4/2022/4/2022. The Teaching and Learning Office will review this progress report. It will then be appended to the Deans' annual reports for the 2022-23 academic year, filed in the Office of the Provost and Vice-Principal (Academic). Please note that monitoring reports will be posted on the University web site.



May 25, 2022

Signature of Unit Head

Date



Barbara Crow

June 2, 2022

Signature of Faculty Dean

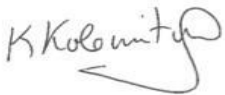
Date



June 07, 2022

Signature of Dean (SGS)

Date



June 20, 2022

Signature of Associate Vice-Principal (Teaching and Learning)

Date

Recommendation 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 “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:

- 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.**

Proposed follow-up	Initiate discussions with relevant associate dean, department head, staff, technicians and faculty.
Responsibility for leading follow-up	Relevant associate dean of Arts and Science in consultation with the department head
Timeline for addressing recommendation	Not identified in original implementation plan
Are there additional deliverables associated with the proposed follow-up?	Yes
Which support units have been engaged as collaborators in	N/A

supporting additional deliverables? (If no, please indicate 'N/A')	
What is the current status of the follow-up?	Completed
Include a completion percentage	100%
Please provide a brief description of the current, completed or planned work	The faculty member in question, in terms of succession in teaching high enrolment courses, chose to move from FILM to the DAN School. After their departure, the Department disaggregated the heavy teaching load into a variety of ASO and in-person courses, taught both by Adjuncts and core Faculty. This has enabled the Department to both increase overall enrolment in FILM courses – especially those in second year, while simultaneously dispersing the workload from one faculty member to many. Since the last CPR, the Department has also hired 6 new tenure track positions – replacing departing and retiring faculty – and greatly expanded its Adjunct cohort (from 3 to 13) while adding the MA/PhD program in Screen Cultures and Curatorial Studies.

Additional Notes:

Please note any additional issues affecting progress, if applicable.

Note from SCPRC Secretary: Here is the one-year progress report on the same recommendation, completed in 2017, to provide context for the above report.

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).

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.

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.

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.

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.

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 redesign will make it considerably easier for faculty members to cycle in and out of the course when staffing availability changes.