FINAL ASSESMENT REPORT AND IMPLEMENTATION PLAN
Drawing and Painting – Faculty of Art

In accordance with the Institutional Quality Assurance Process (IQAP), the Final Assessment Report summarizes the results of the cyclical program review self-study and external review processes, and makes recommendations that will focus the future work of the program based on the reports received. It is reviewed by the Senate Quality Assurance Committee and approved by Senate.

Prepared by:	Senate Quality Assurance Committee
Period of Cyclical Review:	July 1, 2019 – June 30, 2026
Dean:	Dr. Vladimir Spicanovic
Program Review Team Lead:	Ilene Sova, Ada Slaight Chair of Contemporary Painting and Drawing
External Reviewers:	Doreen Balabanoff, OCAD University Ben Reeves, Emily Carr University of Art + Design

Executive Summary of Cyclical Program Review

A program review team was struck in July of 2016 to examine all aspects of the Drawing & Painting (DRPT) program at OCAD University. The programme review team included Laura Millard, Michelle Forsyth, Colette Laliberté, Anda Kubis, JJ Lee, Luke Painter, Jennie Suddick, Nicole Collins, John Deal, Wrik Mead, Sylvia Whitton. The cyclical review process involved a series of facilitated workshops with leadership from the Faculty and Curriculum Development Centre, and the Associate Dean Academic. In its analysis of the program, a series of quantitative and qualitative data was collected as part of the self-study process. This also included the results from institutional surveys (Strategic National Arts Alumni Project (SNAAP) and the National Survey of Student Engagement (NSSE). In addition, qualitative feedback from students was collected during three student focus groups conducted over the Winter term in 2017. Focus groups were facilitated by staff from the Faculty & Curriculum Development Centre (FCDC). The perspectives of faculty teaching in the program were provided by a SWOC analysis (Strengths, Weaknesses, Opportunities, Challenges) workshop conducted in November 2016. An additional 30 faculty responded to an online survey targeted at tenured,

tenure-track, teaching-intensive-stream, and sessional faculty conducted in April 2017. DRPT faculty also participated in a curriculum review process.

The External report was compiled by OCAD U Design Faculty member Doreen Balabanoff, and Ben Reeves from the Drawing and Painting Program at Emily Carr Art and Design University. The Review Committee members were Doreen Balabanoff (Professor-OCAD University) and Ben Reeves (Associate Professor-Emily Carr University of Art + Design). The Review process consisted of a candid and extensive meeting with students and faculty, and multiple meetings with the Ada Slaight Chair of Contemporary Drawing and Painting. In addition, they met with the Dean of the Faculty of Art OCAD U and with Vice President, Academic & Provost OCAD U. Included in the itinerary were visits to DRPT studio classes, computer labs, workshop spaces, a drop-in canvas building/stretching area and storage spaces for student artwork. Reviewers also toured the larger campus to understand the broader resources of the university. This included the Writing and Learning Centre and the Dorothy H. Hoover Library. The tour also included student exhibitions in the Great Hall and the Ada Slaight Gallery. The Review team discussed and worked collaboratively to develop the report.

Strengths and Challenges

Strengths
The program continues to foster a hands-on approach to problem-solving that encourages our students to be innovators. This is reflected in our alumni who display the professional standards of knowledge and skill expected of artistic practitioners within local and international institutions. The faculty and alumni of the Drawing & Painting program are also active practitioners in research fields that span a diverse range of studio practices and community engaged careers. Large numbers of them are forging successful art careers and are pursuing initiatives in local communities; such as opening galleries or collectives. The report illustrates that the curriculum students are provided with offers a deep understanding of the tradition and history of painting, while engaging students in discussion about recent developments in contemporary art practices. This has been amplified by the successful, and now mandatory, professional practice course that addresses student concerns around being career ready upon graduation. Both faculty and students within the program feel that there is a clear mandate of collective learning that moves coherently through the Degree-Level Expectations. The program was very successful in its responsiveness to the objectives of the 2012 Academic Plan, and its "New Ecology of Learning". This is evidenced by the success of Expanded Animation (DPXA); now branching off into its own program EXAN. The continued development of the Learning Outcomes is clearly aligning with Degree-Level Expectations. In response to the current Academic Plan, Transforming Student Experience, the Drawing and Painting program has created some innovative new courses, and is working to develop current courses to reflect the priority principles of Diversity and Equity and Decolonization.

Challenges
Throughout the Self Study and the External Report, it is clear that a series of institutional changes have affected the faculty and student perception of the program's overall health and

success. This was reflected in surveys and discussions with the community revolving around hiring practices, scheduling and allocation of resources. Additionally, retention of leadership in the programme has contributed to a lack of morale and faculty service engagement. The objectives outlined provide several opportunities for creative and innovative community building and positive leadership strategies. Another challenge that is revealed in both documents is Diversity and Equity in hiring practices, curriculum development and critique practices. The University-wide, *Presidential Task Force on the Under-Representation of Racialized and Indigenous Faculty and Staff* directly addresses the hiring barriers in these areas. Furthermore, professional development workshops in Cultural Competency Training and Anti-Oppression Training being run by the Office of Diversity Equity and Sustainability Initiatives are working to create a culture shift in how the faculty teaches and relates to one another and their students. Additionally, the Drawing and Painting Curriculum committee is working through changing course descriptions and learning outcomes to better reflect cultural pluralism. Also, the Faculty Curriculum Development Centre (FCDC) is promoting pedagogical transformations through Indigenous Learning Outcomes and Wholistic Learning structures led by the Indigenous Education Coordinator. The third main area of improvement that emerges throughout the Self Study and the External Report is around notions of Experiential Learning (EL) and Professional Practice for our students. Current students and alumni are requesting more direct learning outcomes and opportunities in this area. The university as a whole is developing several strategies in this arena that will work to greatly improve the student experience. A report on Experiential Learning from the FCDC and the integrated promotion of programmes from the Centre for Emerging Artists and Designers will amplify how curriculum and co-curricular activities will contribute to student's understanding of career readiness. Overall, the IQAP process and resulting recommendations and objectives will be transformative in the enrichment of the faculty and student experience.

Implementation Plan:

Recommendation	Proposed Follow-up	Responsibility and Other Stakeholders	Implementation Date/Timeline
1) **Previous Review Accomplishment** A consideration of the previous review (2009), and how the recommendations given nine years ago have fared.	**Objective 1 - Produce Comparative Assessment UPRAC / IQAP Review / Recommendations** Initiate and complete an assessment of the recommendations of the last UPRAC Review compared with this current IQAP to create a summary	Program Chair and faculty Dean/Associate Dean to provide support Vice President Academic Provost	Spring/Summer 2019

	of any objectives that have not been met.		
2) **Faculty Hiring** Consideration of size of program and proportional use of funds generated should guide further hiring.	**Objective 2- Develop DRPT Hiring Plan with respect to Diversity and Equity** Assess overall program hires and conduct audit of hiring for Diversity and Equity within the Drawing & Painting Program. Develop a multi-year faculty hiring plan for Drawing & Painting program (fall 2019) based on faculty expertise assessment, projected enrolment growth and new curriculum directions.	Ada Slaight Chair of Contemporary Drawing & Painting, with the Associate Dean Academic	Spring/Summer 2020
3) **Faculty Morale** Take strategic steps to improve faculty morale	**Objective 3- Enhance Faculty Morale and Appreciation through various activities and policy initiatives** Strike a Social Committee to design a series of off-campus informal events for faculty camaraderie. Provide workshops for sabbatical application, and work with the VPA to expand the pool of increasing the sabbatical funding envelope for OCADU DRPT Faculty. Initiate expanded mentorship programme, to pair sessional hires with senior faculty to share pedagogical practices, insights and methods.	The Dean and Associate Dean Academic of the Faculty of Art Ada Slaight Chair of Contemporary Drawing & Painting and Associate Chair	Fall 2019 through duration of IQAP Cycle

4) **Space and Scheduling** The program needs to develop a means of improving DRPT scheduling to better suit faculty and staff curriculum objectives	**Objective 4- Improve Space and Planning Scheduling System** Advocate for collaborative and effective approaches to scheduling needs via institutional structures to address the following: Maximum utilization of class time versus open work periods for students. Increase opportunities for summer core course offerings Schedule courses with similar needs in the same rooms and days, with consideration for open work times in between. Ensure one on one space is allocated for private meetings between faculty and students.	Ada Slaight Chair of Contemporary Drawing and Painting and Associate Chair of Contemporary Drawing	Continuous tasks over the term of the IQAP
5) **Culture and Community** There is a clear sense from faculty and students that a stronger sense of community and culture needs to be built in DRPT.	**Objective 5 - Promote Culture and Community in DRPT** Activate new social space, exhibition space and storage space on the fourth floor via programming and hiring of student monitors. Project manage the underutilized exhibition space on the fourth floor and work with gallery systems to provide more opportunities for student and faculty driven exhibitions.	Ada Slaight Chair of Contemporary Drawing and Painting and Associate Chair of Contemporary Drawing Gallery Systems, the Associate Dean Outreach	Starting in Fall 2019 and continuing with initiatives throughout the course of the IQAP

	Coordinate co-curricular "Pop-Up Faculty" and "Student Driven Workshop Parties" focused on areas of professional development. Re-explore potential with Registrar's office for a university-wide lunch hour to allocate time for community building and professional development. Systematize in person communication about student exchange and experiential learning opportunities through classroom visits from the departments offering these programs. Collect data to determine the best means for disseminating relevant information to students. With this information improve communication streams on multiple platforms.		
6) Technical Support Given the institutional mandate as stated publicly and in the SSB (SSR) documents, and the learning outcomes that are crucial for program delivery/completion, it is important to consider how to best respond to the challenges brought forward here of student access/accommodation to shops and production capabilities.	**Objective 6 - Refine and Customize Technical Support** Advocate for improved student access to technical support. Undertake an audit of all technological needs, including hardware and software.	DRPT Technician Chair and Associate Chair of Contemporary Drawing & Painting, along with the Dean	Fall 2019 to Fall 2023

| 7) | Student Agency curriculum and course content | **Objective 7 - Improve student agency and communication in Drawing and Painting Curriculum**

Enhance curriculum in support of student agency and independent, creative directions.

Develop course descriptions reflective of the Academic Plan, and strengthen learning outcomes as courses are rewritten and refreshed.

Create additions to the DRPT Faculty Handbook to disseminate clear language and benchmark examples for faculty to self-check 'Student Agency' as they prepare their course assignments. | Ada Slaight Chair and Associate Chair Drawing & Painting Curriculum Committee | Fall 2019 to fall 2023 |
| 8) | Professional Development | **Objective 8 – Advance professional development for faculty**

Extend Cultural Competency and Anti-Oppression training for faculty in collaboration with ODESI.

Hire and oversea a Graduate Research Assistant to build a data base of BIPOC artists for curriculum development and cultural pluralism.

In collaboration with FCDC develop goals for pedagogy-based professional development for faculty. | Ada Slaight Chair of Contemporary Drawing, and Graduate Research Assistant | To start in 2019 and run for the duration of the IQAP |

9) Curricular Development	**Objective 9 - Extend and refine process for Drawing & Painting curriculum development** Create new and revised course proposals which focus on the principles of the Academic Plan - course outlines to include experiential learning outcomes - content to reflect cultural pluralism -interdisciplinary practice in course work -core courses to reflect self-directed student centred pedagogical directives moving away from project driven outcomes	Drawing & Painting Curriculum Committee with the Ada Slaight Chair of Contemporary Drawing and Painting and the Associate Chair	Fall of 2019 for the duration of the IQAP
10) Curriculum Delivery	**Objective - 10 Strengthen and enhance faculty input in curriculum design and delivery** Coordinate sharing methodologies to address overlapping course content between teaching faculty. Identify beneficial team-teaching arrangements with appropriate credit load for instruction. Re-write upper level courses, and analyze course length, duration, and schedule. Address overall program size with directives that respond to concerns of overcrowding and space.	Ada Slaight Chair of Contemporary Drawing & Painting Associate Chair will consult the Associate Dean Academic Curriculum Leader for Contemporary Issues	Fall 2020 to Fall 2023

	Liaise with the Director of Continuing Studies to advise on the potential development of online courses in Drawing & Painting.		
11) Critiques Consideration of critique processes and evaluative approaches	**Objective 11 - Reassess and refine critique process and evaluative approaches** Work with faculty to achieve 100% compliance on training in Cultural Competency and Anti-Oppression frameworks. Develop and deliver working sessions on inclusive critique models.	Ada Slaight Chair of Cotemporary Drawing and Painting and the Associate Chair, Support of FCDC Staff	Over the duration of the IQAP
12) Improve the Profile and Visualization of the program	**Objective 12 - Advance and strengthen the profile and increase the visibility of the DRPT Programme** Solicit alumni to document and promote visual stories of their artistic careers and distribute on multiple institutional and social platforms. Create revised program guides that enable students a more visual iteration of their program requirements and paths.	Ada Slaight Chair and Associate Chair will work with OCAD University Marketing Communications Office of the Registrar and FCDC	Duration of the IQAP
13) Integration with Graduate Studies Greater integration with Graduate Studies at OCAD encouraged.	**Objective 13 - Promote and facilitate integration with Graduate Studies** Create opportunities for graduate students to contribute to undergraduate experience through talks,	Ada Slaight Chair of Drawing and Painting Associate Chair Dean of Graduate Studies	Spring Summer 2019 – 2023

	classroom visits, and critiques.

Liaise with departments to systematize visibility and integration of graduate students within the fabric of the program. | FOA Chairs, to liaise with Facilities, Planning, and Graduate Studies Program Directors to IAMD Graduate Program Director and the Associate Chair of Drawing and Painting, | |
| **14) Administration** | **Objective 14 - Clarify the need for administrative skills in new faculty hires in DRPT**

Examine feasibility of Chair rotation; and potential to build robust administrative requirements into new hiring requirements. | Ada Slaight Chair of Contemporary Drawing & Painting, Associate Chair and Decanal team, in consultation with the VPAP, Human Resources | Over the academic years 2020-2021 |
| **15) Studios and Shops** | **Objective 15 - Assess the synergies in relationships between studios and shops vis-a-vis conceptual and skill-based training**

Explore possible restructuring of offerings whereby the studios and shops are better integrated as coexisting within artistic practice.

Programme a series of visiting artist lectures and workshops that cross-fertilize with the upcoming new Experimental Animation Program, to highlight digital painting techniques and approaches. | Chair and Associate Chair, in consultation with faculty and the Chair of EXAN | over 2022/2023 academic year |

Recommendation	Proposed Follow-up	Responsibility and Other Stakeholders	Implementation Date/Timeline
16) Library, Writing & Learning Centre and other Academic Resources	**Objective 17 Improve and promote access to library resources** Design a series of structural and curricular strategies for students and faculty to access and make greater use of Library resources.	Ada Slaight Chair of Contemporary Drawing & Painting Head of Instructional Service, Dorothy Hoover Library System, and current WAC faculty in Drawing & Painting.	Spring/Summer of 2020
17) Size: As other program areas develop, it should not be assumed that DRPT should hold steady state numbers or increase in size. It could be beneficial to scale down.	**Objective 18 - Establish admissions ad enrollment strategy and establish targets for DRPT** Explore enrollment management in terms of programme delivery, budgetary concerns, number of full-time faculty, classroom space and thesis space.	Review Committee of the IQAP study along with the Associate Dean Academic and the Coordinator Academic Planning Faculty of Art will to continue to explore enrollment management	Fall 2019
18) Next Review engage BIPOC reviewers	**Objective 19 Promote Equity and Diversity in IQAP reviewer process** Invite BIPOC reviewers to ensure expertise in culturally pluralistic curriculum development and decolonization strategies.	Ada Slaight Chair of Contemporary Drawing & Painting and Associate Chair will specifically invite BIPOC	At the completion of this review

Additional recommendations to be implemented, not included in the external review report (if applicable):

Recommendation	Proposed Follow-up	Responsibility and Other Stakeholders	Implementation Date/Timeline
Diversity and Equity / Decolonization within classroom curriculum needs to be addressed. Cultural	**Objective – Create systems to support the diversity and equity and**	Ada Slaight Chair of Contemporary Drawing &	Starting Summer/Spring 2019 Over

pluralism needs to be encouraged in terms of visiting artists, classroom slide lectures and readings that are listed in courses.	**decolonizing of the studio education** Continue to coordinate a Drawing & Painting faculty committee on Decolonizing Education, in tandem with Wholistic Curriculum Plan (currently led by FCDC). Results of the committee to be shared through Curriculum Weeks, workshops and professional development sessions.	Painting in collaboration with the FCDC Indigenous Education Coordinator to coordinate a Drawing & Painting	duration of IQAP
Student Centred Learning, open choice projects and student driven research and art-making. The core courses need to move away from project / assignment focused course outcomes	**Objective - Assess Student Centred Learning in DRPT Curriculum** Revise all core painting courses, to foster self-directed creative research and train faculty in these pedagogical approaches.	Chair and Associate Chair in collaboration with FCDC The DRPT Curriculum Committee	Continuing from Winter 2019 throughout duration of IQAP
Sustainable art making practices to be encouraged in core curriculum from first year onto the final year.	**Objective – Advance sustainability in Drawing & Painting studios and curriculum** Plan and execute a series of training sessions for faculty and students in sustainable approaches to art making. Promote, program, manage and stock the re-use depot in Drawing and Painting to encourage upcycling.	Winter 2019, Ada Slaight Chair of Contemporary Drawing & Painting is working with ODESI and Facilities the Chair and Associate Chair, in collaboration with the Drawing & Painting Curriculum Committee A Student Monitor to be hired to care for	Winter 2019 through the duration of the IQAP

		and stock the re-use depot	

Prioritization of Recommendations

The recommendations overall will be prioritized through multiple project management strategies over the duration of the IQAP. In August of 2019, the Ada Slaight Chair of Contemporary Drawing and Painting will work with the Associate Chair to create a detailed task mapping of the objectives over the duration of the IQAP cycle. This will be followed with an information and workshopping session with Drawing and Painting Faculty at the Fall bi-annual meeting. Familiarizing the instructors with the objectives will be the key to their success in the programme. This engagement will also work well to attain their input, ideas and assistance in moving the goals forward. Following this, throughout the duration of the IQAP the Ada Slaight Chair of Contemporary Drawing and Painting and the Associate Chair will be doing check ins on the objectives using tracking tools in order to ensure outcomes are being met. In terms, of the Academic Plan the recommendations lie within much of the spirit of the principles outlined. Areas such as faculty morale, professional development, BIPOC hiring, expansion of Experiential Learning and decolonizing strategies are well addressed in the external review and the objectives. In addition, three recommendations were added by the authors of the Self Study in areas of sustainability, diversity and equity and student-centred approaches to further address the principles in the Academic Plan that were not present in the recommendations.

Conclusion

The Senate Quality Assurance Committee (SQAC) was provided with the documents pertaining to the Drawing and Painting cyclical program review, including the self-study brief; the Executive Summary from the Dean and the Vice-President, Academic and Provost's response; the External Review Report; and the Program Review Team's Internal Response. In their review of this final report, the SQAC provided a minor amendment to the implementation plan and recommended the report to Senate for approval. The report received approval from Senate on May 22, 2019.