FINAL ASSESSMENT REPORT EXECUTIVE SUMMARY AND IMPLEMENTATION PLAN

Integrated Media, Faculty of Art

Prepared by:	Senate Quality Assurance Committee
Period of Cyclical Review:	July 1, 2013 – June 30, 2020
Dean, Faculty of Art:	Stephen Foster
Program Review Team Lead:	Philippe Blanchard
External Reviewers:	Pierre Tremblay, Ryerson University Nick Goso, Advertising, OCAD U

Executive Summary

The cyclical program review process was led by INTM Chair Philippe Blanchard with a faculty team including Paulette Phillips, Judith Doyle, Simone Jones and Michael Page. The review process was done in parallel with the Flow curriculum transformation process (Integrated Media was the first program to undergo Flow), with significant input from FCDC and Nadia McLaren (Indigenous Community Relations Advocate) through curriculum mapping workshops, Indigenous Learning Outcomes development sessions, and other curriculum development meetings.

Faculty consultation was robust, as the Flow revisions and the IQAP process itself both provided opportunities for input from a broad range of stakeholders and levels of governance. The cyclical program review found—and the external reviewers agreed—that over the review period the Integrated Media program has remained focused on its core values of studio-based arts education, critical thinking around art & technology, interdisciplinarity and social justice. Integrated Media plays a key role at the University in offering unique curriculum, especially focusing on the moving image. INTM faculty have played an important leadership role in diversifying and innovating curriculum in the Faculty of Art in response to the need for greater interdisciplinarity and financial sustainability. The diversity of the program along different

disciplinary streams (film, sound, writing for media, performance, physical computing, animation) has made it vulnerable to section reductions at the University, reducing the availability of advanced offerings in all streams, and made it vulnerable to faculty retirements, which have eroded leadership and expertise in key areas. As a program focused on technology, Integrated Media has also been affected by Furniture, Fixtures and Equipment (FF&E) budget freezes in that the renewal of equipment and facilities has not been consistent.

Reviewer Recommendations and Implementation Plan:

Recommendation	Proposed Follow-up	Responsibility for Leading Follow-up	Timeline for Addressing Recommendation
OCADU Mission & Academic Plan 1. ***Coordinate and recognize service contribution by Tenure/Track faculty to support and oversee portfolios of courses and instructors throughout the program.***	The INTM Chair will designate or be involved in designating curriculum leaders for multi-section courses, such as Hybrid Media Lab, The Moving Image: Production I, CROS Thesis, and CROS Presentation. The implementation of course leaders will aide in ensuring that learning outcomes are reviewed and met and that continuity across the different sections are maintained;	Chair (in consultation with Dean and Associate Dean)	Annually
	The INTM Chair will designate an INTM faculty representative on the Faculty of Art Curriculum Committee and ensure this position is filled annually;	Chair	Annually

| 2. | **Establish a more diverse and representative Teaching Faculty through Tenure/Track permanent position hires that also offset departed and retiring faculty.** | Working with the Dean, provide input on the Faculty of Art Hiring Plan with a view to hiring two tenure-track assistant professors in Integrated Media to fill disciplinary gaps in the areas below, and to provide greater diversity by prioritizing candidates who are BIPOC and/or from other underrepresented groups. These two faculty profiles will provide the range required to address the core disciplinary areas of INTM:

Position 1 / Moving image production, lens-based cinematography, location audio and video production, documentary, directing, screenwriting, production management, post-production including editing/montage, sound design, and emerging cinematic forms.

Position 2 / Intersectional media, live art, performance, installation, community-based media, generative and process-based media, site-specific media art, wearable media, public and relational media, emerging media including interactive media, 3D scanning, volumetric scanning and capture, online and virtual communities, open-source/open access, creative AI. | Chair (in consultation with Dean and Associate Dean) | 2021-2022 |

3. **Continue developing and implementing Program-guided strategies to ensure disciplinary depth and studio-based skill development is maintained in response to financial realities; curriculum consolidation; reduction of course offerings; larger class sizes.**	INTM will seek to enhance synergies between INTM and the SCIN programs.	Chair and INTM faculty	Ongoing
	INTM will continue to develop new courses open to students across the campus for students interested in incorporating the tools and strategies of performance, film/video and physical computing into their artistic practice.	Chair and INTM faculty	Starting in 2021-2022
	INTM will continue to ensure that pre- and co-requisites are adjusted appropriately to ensure the widest access to our classes while maintaining depth.	Chair (in consultation with Associate Dean)	Starting in 2021-2022
	INTM curriculum committee will continue to map current levels of learning in all program disciplinary streams, and will strategize on course revisions to ensure depth and breadth is maintained, for example by merging offerings, rotating courses, or collaborating with other program areas.	Chair and INTM Curriculum Committee	Starting in 2022-2023
Admissions 1. **Conduct competitive analysis to support and validate INTM's strategic differentiation and vision from comparable external programs; to market this internally, demonstrating value and encouraging further interdisciplinary porosity across the institution; to market this externally to the public; while clearly aligning with the goals of the Academic Plan.**	The INTM program will hold a retreat in 2021-2022 to assess related programs both externally (in the GTA, Canada, and internationally) and internally in order to define the program's strategic differentiation and determine the following: Whether the program needs to formally merge with other programs at the University to fulfill its mission and align with	Chair and INTM faculty	2021-2022

	the goals of the Academic Plan; Whether a rebranding/ renaming of the program would better demonstrate value externally to the public; Whether program growth would be desirable, and what would be required to achieve this (curriculum, resources, faculty, etc.); What is the role of the program within the portfolio of offerings at the University, and how to better promote and position the program in this role.		
2. **Develop clear communication media that describes the program's disciplinary intersections between digital filmmaking, animation, sculpture and installation, sound art, performance art and physical computing to help students better navigate the program and degree options.**	The INTM Chair, or designate, will liaise with the Curriculum Implementation Team in the Office of the Registrar to update a list of pathway suggestions for students.	Chair or designate	Starting in 2022-2023
	The INTM Chair, or designate, will manage the maintenance and expansion of the INTM website, to include faculty bios, program events and updates, program information (pathways, careers, disciplinary intersections), and alumni work.	Chair or designate	2021-2022
	The INTM Chair, or designate, will coordinate with Studio Management to ensure a monitor can be hired to support updates to the INTM website and social media.	Chair or designate	Starting 2021-2022
	The INTM Chair, or designate, will coordinate with the OCAD U website team in Marketing & Communications to ensure that INTM's presence on the	Chair or designate	Ongoing

	website is accurate and up-to-date.		
	Celebrate and disseminate the work of our students through exhibition opportunities.	Chair and INTM faculty	Ongoing
Curriculum 1. **Continue developing and implementing a range of Program-guided modes of curriculum delivery (see GART-1041-001 Form & Time).**	In collaboration with other Faculty of Art Programs, the Chair and INTM Curriculum team will identify curriculum to be delivered as remote, hybrid and in-person in 2022-2023 and beyond. The Chair and INTM Curriculum team will revise INTM course mode of delivery where required.	Chair and INTM Curriculum Committee Chair and INTM Curriculum Committee (in consultation with Coordinator, Academic Planning)	Fall 21 Starting Fall 21
2. **Continue developing and implementing Program-guided strategies to ensure disciplinary depth and studio-based skill development is maintained in response to financial realities; curriculum consolidation; reduction of course offerings; larger class sizes.**	The INTM Chair will consult with Studio Management to recommend hiring a technician to replace recent retirements, and to define how this technician role should be defined to align with future strategic directions of the Integrated Media program.	Chair	2021-2022

3. Prioritize inclusion of elective courses from other Faculties over new program courses, encouraging shared personnel and resources, and conversely;	Continue finding synergies across the University through participation in all the Cross Disciplinary committees and Curriculum Committee of the Faculty of Art to align our programs and offer effective large format, multi-section offerings where we can.	Chair or designate	Ongoing
	Share a Program Chair between INTM and SCIN.	Dean	2021-2022
	Audit existing INTM courses and identify redundant offerings, possible merging of courses.	Chair (in consultation with Associate Dean and Coordinator, Academic Planning)	Starting in 2022-2023
4. Establish clear in-roads for students from other Programs across the university to access INTM courses, encouraging shared personnel and resources, especially where enrollment is critical.	Confirm that our electives are open to other programs;	Chair (in consultation with Associate Dean and Coordinator, Academic Planning) Chair and INTM Curriculum Committee	Starting in 2021-2022
	Through INTM faculty teaching the 1st Year Form and Time course, enhance synergies between INTM and the SCIN programs;	Chair or designate	Starting in 2022-2023
	Participate in CROS working groups to develop shared curriculum;	Chair (in consultation with Associate Dean and Coordinator, Academic Planning)	Ongoing
	Ensure that pre- and co-requisites are adjusted appropriately to ensure the widest access to our classes while maintaining depth.		Starting in 2021-2022

Teaching & Assessment			
1. Make explicit faculty teaching goals and standards for permanent and sessional instructors.	With a new Chair in place July 1, 2021 and with an appropriate ratio between full time and sessional faculty, the continuity of leadership and balance will ensure consistent standards and communication are achieved.	Dean	2021-2022
	As we move towards implementing larger classes or more multi-section courses, the INTM Chair will determine if course leaders need to be assigned to manage multi-section courses, or if certain curricular streams would benefit from a course leader (eg. moving image, physical computing, etc.).	Chair	Starting in 2021-2022
	Where possible, the INTM Chair will assign permanent faculty to required curriculum to provide consistency and oversight.	Chair	Winter 2022/Ongoing
	The INTM Curriculum Committee will discuss whether curricular streams would benefit from a course leader (e.g. moving image, physical computing, etc.) to create consistency of teaching goals and standards, and general curriculum oversight.	Chair (in consultation with Associate Dean)	Ongoing

Resources			
1. **Infrastructure and equipment must be expanded to meet Program needs, i.e.: screening/critique theatres, high-performance cameras, lenses, specialized equipment for upper-year courses.**	The Program Chair will consult with the Dean of the Faculty of Art in order to monitor the use of FF&E funds and to lobby for acquisition of new equipment.	Chair, Dean	Ongoing
	In collaboration with IT and Studio Management, the Program Chair and INTM faculty will create a list of needs and possible sponsors for Advancement to prioritize, in order to replenish equipment and facilities.	Chair and INTM faculty	Starting in 2021-2022
	With IT and Academic Computing, as well as other program areas, develop the technological infrastructure necessary for XR and emerging moving image technologies (servers, labs, hardware and software licenses)	Chair or designate	Starting in 2021-2022
	In collaboration with Studio Management, develop a shared repository of online audio-visual resources such as micro workshops and lectures.	Chair or designate	Starting in 2022-2023
	The Program Chair and INTM faculty will assess existing space and facilities such as the Media Lab in order to expand and rethink utilization.	Chair and INTM faculty	Starting in 2021-2022
	The Program Chair will reach out to artist-run and industry partners to deepen ties with the film/video and new media community, to explore new opportunities for equipment donations or expanding of student access to equipment and facilities.	Chair	23-24

	The Program Chair and INTM faculty will provide input in any space plans in order to ensure program needs are considered in future university initiatives.	Chair and INTM faculty	Ongoing
	Develop virtual studio and learning spaces and integrate them with our physical studios for curriculum delivery.	Chair	Starting in 2021-2022
	Research the potential for a new community-based screening theatre.	Chair	Starting in 2021-2022
	New faculty hires can also help raise our research profile and secure more research chair positions and sector funding.	Chair and Dean	2021-2022
	The Program Chair will advocate for the expansion of audio-visual resource acquisitions in the library and the facilitation of streaming content for Integrated Media courses.	Chair (in consultation with University Librarian)	Starting in 2021-2022
	The program will advocate for hiring a technician to support emerging technologies (XR) in INTM and other areas.	Chair and Dean (in consultation with Studio Management)	Starting in 2022-2023