



Academic Quality

1. Innovative, Quality Programs for Academic Excellence




***Enhance the creative experience, instill innovation and meet student needs, ensuring disciplinary rigour and supporting interdisciplinary connections across departments in course offerings, research initiatives (including ORUs) and in opportunities for AM***

Action/Strategy	Measurable/Milestone	Status
Advance the evolution and growth of AMPD curriculum, and build new SMA-aligned programs at York’s new Markham campus.	-New faculty (2) in place in 2018/19 for Vision & Critical Disability Studies in AMPD (pan-faculty; VISTA-related; CRC) and Theatre – Indigenous Theatre & Performance Studies. Determine program offerings in 2018/19 and develop VERGE program curriculum proposal for Markham. -Increase (4th yr) graduation rates from 33.8% (2017-18) to 40% by June 2020	 Progressing
Promote an interdisciplinary curriculum that is innovative and distinct from other institutions; that will address program challenges and unmet demand so that programs will more closely align with students’ interests, skills and aspirations.	-Increase % of programs with Program Learning Outcomes (UG) from 75% (2017-18) to 85% by June 2020 -Increase % of programs with Curriculum Map from 45% (all) to 65% by June 2020 -Increase % of grads who have earned combined credentials from 8% to 11% by June 2020 -Partner and Promote the 4 + 1 Pathway between AMPD and Schulich School of Business: creating an opportunity for high achieving graduates of BA or BFA programs in AMPD access to the Masters of Management degree, Schulich. -Promote AMPD Minor, creating an explicit and systematic opportunity for non-majors carrying significant AMPD course credit as well as studio and studies students to function across boundaries and to link their primary area of passion to broader fields of inquiry. -Successfully implement the new 2018/19 BFA in Intermedia as a creative faculty-spanning curriculum that draws upon collegiality and an interdisciplinary approach across academic units. The program’s unique approach to examining and manipulating the operating structures of divergent digital processes will lead to the training of a new hybrid artist/researcher capable of both grasping the mechanics of digital production processes and evolving these skills as new technological innovations emerge. -Execute cohesively the new joint MA in Digital Media with the Lassonde School of Engineering enhancing program quality at the graduate level through innovative degree combinations that provide highly qualified students with the opportunity of conducting specialized research work in a program that uniquely combines computational science and artistic practices.	 Progressing

Academic Quality



2. Advancing Exploration, Innovation and Achievement in Scholarship, Research and

**Enhance the creative experience, instill innovation and meet student needs, ensuring disciplinary rigour and supporting interdisciplinary connections across departments in course offerings, research initiatives (including ORUs) and in opportunities for AM**

Action/Strategy	Measurable/Milestone	Status
Through Sensorium and other modes, develop AMPD initiatives to increase focus on faculty research and enhance the visibility of faculty research locally, university-wide and beyond	-Annually increase tri-council funding by 5% -Capture number & % of faculty pursuing external research funding and increase total research income - Identify areas to prioritize and address PIER research intensification. Promote through the website, press releases and other communications a minimum of one faculty and their research per Department annually. Highlight the AMPD Research Award.	 On Track
Find opportunities to connect undergraduate students with faculty research	Identify opportunities within and outside the curriculum for students, through course study, course deliverables and/or experiential opportunities, to have hands-on exposure to faculty research. Program units track how many and type of opportunity as a baseline for future years	 Progressing
Promote original student research	-Increase number of 4th year students who have research experience from 5 to 9 by June 2020 -Identify opportunities within program units to promote student research through the AMPD website, to the AMPD community, University Research Fair, and through recognition initiatives.	 Progressing

**Student Success**

**Provide opportunities for student engagement and improved student experience as key elements in building a culture of artistic experimentation and innovation and in positioning them for academic and career success.**

Action/Strategy	Measurable/Milestone	Status
Expand and refine existing experiential education offerings to create new experiential learning opportunities	-Increase number of students participating in an experiential learning experience by 3% (1,995 students in 2017-18) -Identify which initiatives to continue and identify incremental opportunities through internships, placements and exposure to the larger artistic community. Utilizing baseline created in 2017/18 of offerings; identify new opportunities to pursue annually and track progress.	 On Track
Create a foundational course explicitly for all 1st year AMPD students to support their successful transition to University and increase retention	Create a blended (entrepreneurial) PANF 1900 3.0 required course with an emphasis on 21st century skills and professional practices for a career in the arts	 Progressing

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Where appropriate, continue to expand online/e-learning course elements that enhance learning and engagement

-Increase number of students in blended courses and fully online courses by 3% (4,608 students in 2017-18) -Develop program baseline in 2018/19 as well as objectives and criteria to assess effectiveness. Expand offerings where appropriate through 2018-20 that will enhance the ability of non-majors to accomplish the Honours BA Minor in AMPD and provide electives for the VERGE Program at the Markham Campus



On Track

Student Success

4. A Student-Centred Approach



***Provide opportunities for student engagement and improved student experience as key elements in building a culture of artistic experimentation and innovation and in positioning them for academic and career success.***

Action/Strategy	Measurable/Milestone	Status
Build targeted retention strategies for program areas below AMPD average	-Improve Year 1 to Year 2 retention rates from 84% in (2016-17) to 86% by June 2020. -Review curriculum of affected programs; identify and implement ways to recalibrate. Compile list of existing York services to inform students and communicate them effectively. Identify gaps and develop incremental programs.	On Track
Identify programs where degree requirements can be simplified and clarify Degree nomenclature and ensure consistency on how degrees are represented.	In 2018-19, apply the language of the newly approved Senate Document on Nomenclature to degree descriptions through discussion with Chairs which may include: student feedback, analysis of program statistics and program requirements. Identify necessary changes and implement in 2018-20. Each degree is represented consistently across all media platforms both by name and by description.	Completed
Develop graduate progression management initiatives to ensure graduate students are finishing their degrees in a timely manner	-Improve Grad Student completion rates within approved requirements of program by 3% -Develop analysis and identify potential problem areas and their graduation requirements (e.g. moving from 5 terms to 3 or 4 terms) increasing the possibilities to graduate from a Master’s degree through course work.	Progressing
Develop opportunities for more dialogue and creative interaction between students across departments to strengthen the student AMPD spirit and identity	In 2018/19, identify ways to enhance AMPD student interactions (e.g. pan-faculty thematic year, forum for speakers on cross-department themes like entrepreneurs across the arts or alumni in the arts)	Progressing

Engagement and Outreach


5. Enhanced Campus Experience

***Increase the strength of our community relationships and partnerships, maximizing AMPD’s impact and deepening the broader community’s social engagement.***

Action/Strategy	Measurable/Milestone	Status
Increase meaningful connection with Alum, industry and cultural institutions (e.g. CanStage, TIFF, Harbourfront, Cinespace), building relationships and engaging on an ongoing basis as core members of the AMPD community	-Increase % of graduates working FT & in related fields from 67% to 74% -In 2018-19, leverage York community to increase impact vis-à-vis Carswell Chair in Community Engaged Research in the Arts. Develop mentorships, networking opportunities, and co-op, internship and job placement opportunities for students.	 Progressing
Develop targeted Advancement strategy of major gifts. Identify potential individuals and corporate sponsors, develop plan and implement	Achieve \$15M in development funds 2012-2018	 Not On Track



**Engagement and Outreach**  
**6. Enhanced Community Engagement**

***Increase connection with the larger community, including Alum and industry, to maximize experiential learning for students and find ways to increase quality and level of social engagement.***

Action/Strategy	Measurable/Milestone	Status
Continue to operationalize the AMPD Motion Media Space @ Cinespace.	-Increase number of students participating in an experiential learning experiences in Cinespace -Maximize experiential learning for students by developing partnerships through master classes and job shadowing opportunities with high-level industry members utilizing commercial space at Cinespace, and promoting to industry commercialization and partnership opportunities for faculty research undertaken in the Motion Media Space.	 Not On Track

**Enabling the Plan**  
**7. Enabling the Plan**



***Better position the School to manage costs and increase revenues under the SHARP model and in alignment with the SMA2 to ensure financial sustainability for the AMPD mission and academic priorities.***

Action/Strategy	Measurable/Milestone	Status
Maximize Academic Loading Projections (ALPs) Strategies	Continue to analyze annually data by department/program unit, courses, and competitive comparables to identify areas of strength, weakness and future market advantage. Develop plans to adjust course offerings accordingly. - Reduce CUPE budget by 10% annually	 Progressing
Eliminate duplicate courses and low enrolled courses through cross/interdisciplinary courses	-Identify duplicate courses in 2018/19 and annually; use PANF courses and other means to share, harmonize and eliminate where necessary. -Reduce CUPE budget by 10% annually	 Progressing




## Integrated Resource Plan 2018-2019

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Better align AMPD planning processes to York strategic plan	Following Decanal search, undertake Strategic Planning exercise to 2020. Work with Chairs to develop department objectives and submit annual progress reports.	 Progressing
Develop AMPD SHARP finance model that aligns with SMA2	In 2018/19, based on the central finance SHARP model, create processes in AMPD that optimize the SHARP model principles of shared accountability and transparency with the goal of a balanced budget by 2018-19	 On Track

***Continue to invest in people and initiatives that increase creative output, operational effectiveness and engagement, aligned with the School's vision and goals. Improve organizational engagement, transparency and collegiality***

Action/Strategy	Measurable/Milestone	Status
Based on data from the 2017 employee engagement survey and 2016-17 internal audit report findings identify areas for improvement	Build on the five pillars as outlined in the survey and AMPD's 2017-20 Strategic Framework, monitor/report annually on two KPIs.	 On Track
Provide space for collegial, constructive discussion and input into strategic planning processes on matters that will impact departments	Identify opportunities for discussion and planning, including through Employee Engagement Committee, Chairs' meetings and Strategic Planning process in 2018	 Progressing
Increase faculty engagement and constructive participation across units/departments	Identify priority areas in 2018 for wider faculty engagement and participation e.g. Faculty Council, AAPPC, Markham Working Group	 Progressing

***Implement SEM strategies to grow enrolment.***

Action/Strategy	Measurable/Milestone	Status
- Strengthen brand identity and awareness building on the AMPD name change and strategic communications plan - Continue to enhance reputation, awareness and engagement with target audiences by (a) redeveloping the AMPD website architecture, aimed at improving user experience and access to information; (b) continuing to address the shifting nature of communications with the target demographic, focusing on website, rich media and social media as primary communication tools	- Strategically build winter admit enrolment (increase by 3-5% annually) - Enhanced website and social media content (quantity and quality), increased traffic and engagement on website and social media, increased awareness of AMPD and thereby positive application/conversion numbers. Survey and gather intelligence on conversion from acceptance to enrolment.	 Progressing
Host National Portfolio Day's Toronto event, bringing approximately 2000 visitors to campus, including prospective students and their families as well as colleague institutions from across North America.	Increase numbers of student attendees (700 in 2017 at OCADU)	 Completed

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Develop and implement enhancements to the online Supplementary Evaluation, aimed at increasing conversion of online submitters.

Increase in conversion by online submitters of 5-10%

 Progressing

***Promote Courses to Non-Majors.***

Action/Strategy	Measurable/Milestone	Status
Where appropriate, expand Advance Standing Agreements, Articulations and Transfer Credit Agreements	In 2018/19, identify opportunities for expansion, in line with priorities from strategic planning process	 On Track

