

# School of Arts, Media, Performance & Design

## Top -5 Accomplishments - April 2020, Year-End Evaluation

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### 1. Academic Excellence

**Objective:** Promote an interdisciplinary curriculum that is innovative and distinct from other institutions; address program challenges and unmet demand so that programs will align more closely with students' interests, skills and aspirations.

**Metric:** Increase percentage of graduates who have earned combined credentials from 8% to 11% by June 2020 to enhance the student experience and provide increased access to AMPD programming.

**Result:** Completed. AMPD is happy to report to the board that we increased the percentage of graduates who have earned combined credentials from 8% to 11%. Academic Innovation Fund support provided to faculty to develop *Implementing Generic Skills for Student Success in the School of Arts, Media, Performance and Design* (fall 2020).

### 2. Student Success

**Objective:** Build targeted retention strategies for program areas that are currently below AMPD average.

**Metric:** Improve Year 1 to Year 2 retention rates from 84% in (2016-17) to 86% by June 2020.

**Result:** Progressing. Due to the cyclical nature of first-year retention, especially in years, following major milestones (e.g. labour disruptions); we are tracking a five-year rolling average of retention. For this most recent year, we are at 83% for all our students (incl. international). We plan to increase that number to 86% by directing resources into areas with capacity for growth and unmet demand, e.g., Digital Media (smaller labs); and Media Arts (additional equipment) to enhance the student experience. We are also implementing CIVITAS to enhance student advising and retention, including accessibility for booking appointments online (ongoing from March 2020), and a pilot program for a virtual advising assistant in AMPD. We are on track to implement an AMPD-wide mentorship program revised within existing resources and modeled on PAWS program in Athletics (implementation summer 2020). Within this initiative, we are repurposing Winters College resources (current and ongoing).

### 3. Engagement & Outreach

**Objective:** Increase meaningful connections with alumni, industry, and cultural institutions (e.g. CanStage, TIFF, Harbourfront, and Cinespace), to build relationships and engage on an ongoing basis as core members of the AMPD community.

**Metrics:** Increase percentage of graduates working FT & in related fields from 67% to 74% and leverage the 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.

**Results:** Completed & On-Track. In 2018-19, the percentage of graduates working FT, in a related field/job (after two years from graduation) reached 89.3% a phenomenal increase of 21.8%. Several new courses have been developed with an EE focus; including "Shooting the Set" a summer filmmaking intensive taught at Cinespace Studios, where students from across film disciplines will work collaboratively on original short films, written for (and shot on) a specially designed standing set at York's Cinespace. (Due to the current covid-19 crisis, these courses are on hold.) New coordinated communications within and beyond the Faculty: AMPD newsletters "AMPLIFIED" (to internal and external stakeholders) featuring stories of faculty and student research; creation of Dean's Advisory Committee; public communications (e.g., S. Bay-Cheng, *Globe and Mail*, March 12, 2020; cited by Canada Council for the Arts in subsequent announcement of \$60m advanced funding for arts sector).

#### 4. Enabling the Plan

**Objective:** Better align AMPD planning processes to York strategic plan

**Metric:** Initiate Strategic Planning exercise in Winter 2020 with the aim of having a completed Strategic Plan for launch by May 2020. Work with Chairs to develop department objectives and submit annual progress reports.

**Result:** Progressing. AMPD kick-off of the strategic planning consultation held during December Faculty Council. Sharepoint site created for faculty, staff & students gathered feedback/thoughts on shared principles and direction moving forward. Two town-hall meetings, with individual and small group meetings. The Dean has attended department meetings and events for every AMPD area and department. This process of collective planning will enable us to communicate our mission and vision clearly to those within the University and beyond. Due to the current priorities, the Faculty needs to reconvene and synthesize feedback and draft vision, mission, & values. Planned re-branding exercise to follow in June 2020.

#### 5. Research Excellence

**Objective:** 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.

**Metric:** Annually increase tri-council funding by 5%

**Result:** Progressing. Tri-Council funding expanded with our new hire in Design, resulting in NSERC application submission, first non-SSHRC Tri-Council application for AMPD. Hire of new faculty member in Computational Arts, Co-investigator for Partnership Grant, "Environments of Change" migrating funding to York. Peer review and AMPD-specific grant writing supports implemented. Application numbers would align with the previous year; however, researchers are postponing their May SSHRC 'Connections' applications due to COVID-19.

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**

**Strategy/Action**

**Measure/Milestone**

Advance the evolution and growth of AMPD curriculum at Keele, and build new SMA3-aligned programs at York's new Markham campus.

-Successfully achieve complement plan goals. Determine program offerings in 2019/20 and develop new program curriculum proposal for Markham.  
-Increase (4th yr) graduation rates from 33.8% (2017-18) to 40% by June 2021



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 grads who have earned combined credentials from 8% to 11% by June 2020 to enhance the student experience and provide increased access to AMPD programming.  
-Increase enrolment in 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.  
-Increase enrolment in the 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.  
-Development of successful digital-media related academic disciplines both within a potential new Markham Campus curriculum as well as an existing Keele campus curriculum (in light of the Intermedia program which is put in hiatus at the moment).  
-Execute cohesively the new joint PhD 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 related Creative




**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**

Strategy/Action	Measure/Milestone		On Track
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 2021 -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.**

Strategy/Action	Measure/Milestone
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Expand and refine existing experiential education offerings to create new experiential learning opportunities	<p>-Increase number of students participating in an experiential learning experience by 3% (1,995 students in 2017-18)</p> <p>-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.</p>	 On Track
Create a foundational course explicitly for all 1st year AMPD students to support their successful transition to University and increase retention	<p>-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</p>	 Progressing
Where appropriate, continue to expand online/e-learning course elements that enhance learning and engagement	<p>-Increase number of students in blended courses and fully online courses by 3% (4,608 students in 2017-18)</p> <p>-Develop objectives and criteria to assess effectiveness. Expand offerings where appropriate through 2019-20 that will enhance the ability of non-majors to accomplish the Honours BA Minor in AMPD and provide electives for the Markham Campus</p>	 Completed


**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.**

Strategy/Action	Measure/Milestone	
Build targeted retention strategies for program areas below AMPD average	<p>-Improve Year 1 to Year 2 retention rates from 84% in (2016-17) to 86% by June 2020.</p> <p>-Review curriculum of affected programs; identify and implement ways to recalibrate. Identify gaps and develop mitigation strategies.</p>	 Progressing

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 2019/20, identify ways to enhance AMPD student interactions (e.g. pan-faculty thematic year, forum for speakers on cross-department themes like art and health)

 On Track

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.**

**Strategy/Action**

**Measure/Milestone**

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 2019-20, 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.

 Completed

Develop targeted Advancement strategy of major gifts. Identify potential individuals and corporate sponsors, develop plan and implement

Achieve \$15M in development funds 2012-2020

 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.**

**Strategy/Action**

**Measure/Milestone**





Continue to operationalize the AMPD Motion Media Space @ Cinespace.







-Introduce students participating in 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.

 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.**

Strategy/Action	Measure/Milestone	
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 5% annually	 On Track
Eliminate duplicate courses and low enrolled courses through cross/interdisciplinary courses	-Identify duplicate courses; use PANF courses and other means to share and harmonize where necessary. -Reduce CUPE budget by 5% annually	 Progressing
Better align AMPD planning processes to York strategic plan	Initiate Strategic Planning exercise in Winter 2020. Work with Chairs to develop department objectives and submit annual progress reports.	 On Track
Develop AMPD SHARP finance model that aligns with SMA	In 2019/20, based on the central finance SHARP 2.0 model, create processes in AMPD that optimize the SHARP model principles of shared accountability and transparency with the goal of another balanced budget by end of 2019-20 Fiscal Year.	 On Track

<p>- 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</p>	<p>- 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. -Increase traffic by 10% at 2019 OUF (from 2200 interactions in 2018) to support achieving domestic enrolment target for F/W 2020.</p>	<p> Progressing</p>
<p>Develop and implement enhancements to the online Supplementary Evaluation, aimed at increasing conversion of online submitters.</p>	<p>Increase in conversion by online submitters of 5-10%</p>	<p> Progressing</p>
<p>Where appropriate, expand Advance Standing Agreements, Articulations and Transfer Credit Agreements</p>	<p>In 2019-20, identify opportunities for expansion, in line with priorities from strategic planning process.</p>	<p> Progressing</p>
<p>Based on data from the 2017 employee engagement survey and 2016-17 internal audit report findings identify areas for improvement</p>	<p>Build on the five pillars as outlined in the survey and AMPD's 2017-20 Strategic Framework, monitor/report annually on two KPIs.</p>	<p> On Track</p>
<p>Provide space for collegial, constructive discussion and input into strategic planning processes on matters that will impact departments</p>	<p>Identify opportunities for discussion and planning, including through Employee Engagement Committee, Chairs' meetings and Strategic Planning process in 2020</p>	<p> Progressing</p>
<p>Increase faculty engagement and constructive participation across units/departments</p>	<p>Identify priority areas in 2019 for wider faculty engagement and participation e.g. Faculty Council, AAPPC, Markham Working Group</p>	<p> Completed</p>