



**FINAL ASSESSMENT REPORT
EXECUTIVE SUMMARY AND
IMPLEMENTATION PLAN**
Cyclical Program Review

**MA/MDES/MFA in Interdisciplinary Master’s in Art, Media and Design,
School of Graduate Studies**

GENERAL INFORMATION	
Period of Cyclical Review:	July 1, 2015 – June 30, 2023
Dean, SGS:	Ashok Mathur
Program Review Team:	Jay Irizawa (Team Lead), JJ Lee, Peter Morin, Natalie Waldburger
External Reviewers:	David Garneau, University of Regina Ashley Caranto Morford, Weber State University

EXECUTIVE SUMMARY OF THE MA/MDES/MFA IAMD CYCLICAL PROGRAM REVIEW

The IQAP review was initiated in 2021 with GPD Peter Morin, alongside professors: Dr. Kathy Moscou, Professor Susan Blight, Professor Angela Bains, and Professor Jay Irizawa, facilitated by then FCDC Educational Developer Claire Bartleman. With disruptions to the academic curriculum during COVID and program review team membership, the process has been a thoughtful and informed process with stakeholders across multiple programs. The Self-study was completed in December 2024, inclusive of the current program review team noted. External reviewers David Garneau and Ashley Caranto-Morford visited the institution on February 10-11 of 2025, and followed up with a comprehensive report a month later in March. Internal responses were completed in June 2025.

a. Summary of the key stakeholders involved in the self-study process.

First and foremost, Key Stakeholders whom this self-review is for, are the students and alumni, and all the graduate students who are in the midst of their graduate learning journey. Administrative staff, faculty, resources management, and students / alumni are the central focus of this study/review.

b. Summary of the groups and individuals met with during the site visit.

FINAL ASSESSMENT REPORT AND IMPLEMENTATION PLAN

Cyclical Program Review

During this study we have listened to and have been supported by our community with previous and current faculty who have taught in the program as far back as 2014 to today. Faculty noted above and across the institution through confidential surveys, inclusive of seven professors and sessional faculty. Other consults included SGS staff, Dean, Provost, and facilities/resource personnel.

External reviewers David Garneau (University of Regina) and Ashley Caranto-Morford (Weber State University) facilitated the in-depth interviews with stakeholders, and crafted a concise summary of insights that are herein offered to provide a successful and resilient future.

c. Summary of the program's identified strengths and opportunities for improvement.

Strengths:

- Vision of centring people, ethics, interdisciplinarity
- Nimble and flexible environment addresses needs of the changing cohort
- Creative, resourceful, and flexible dedicated faculty and staff
- Premier recognized program for Indigenization and Decolonial vision
- Increasing global recognition increases domestic and international applicants
- High post-graduate student success
- Opportunities for students to grow into their roles as knowledge leaders
- Top creative educators in the country
- High-calibre students accepted into program

Opportunities:

- Provide more access for students to equipment, studio resources
- Provide timely and clear pathways to access Graduate Supervision
- Provide more flexibility in program completion to fulfill curriculum objectives
- Increase opportunities for teaching experience for students
- Develop frameworks of AI specific to the program
- Develop and support academic production with writing specialist hire
- Improve faculty commitments to teach in Graduate Studies
- Increase physical space for studio, collaboration, exhibitions
- Consider Onsite Gallery as an existing opportunity to incorporate SGS / IAMD programming
- Develop strategies to use space and programming in library facilities
- Develop strategies to create manageable class sizes
- Create space for Indigenous leader and community outreach
- Review leadership roles to address demands of student body, and succession planning
- Increase administrative support
- On-going faculty and leadership training and resources

d. Summary of the number of recommendations (can be grouped by theme)

At the conclusion of the review, fifteen recommendations were identified, in Leadership, Resources and Support, and Future Development. The recommendations can be found below.

**FINAL ASSESSMENT REPORT AND
IMPLEMENTATION PLAN**

Cyclical Program Review

- e. *Dates when the Monitoring Reports will be submitted and the next CPR review will take place*

Monitoring reports on these recommendations will be submitted in Spring 2027 and 2029. The next Cyclical Program Review is scheduled to begin in Fall 2029.

IMPLEMENTATION PLAN

Recommendation	Proposed Follow-up	Responsibility for Leading Follow-up, and Other Stakeholders	Timeline for Addressing Recommendation
1. Review the potential for shared leadership	<p>Consult with CCP + IAMD program committees to table co-GPD shared duties proposal for feedback.</p> <p>Outline plan to fortify oversight of GPD / Associate Dean Leadership model</p> <p>Consult with Senate Academic Policy & Planning Committee (SAPPC).</p>	GPDs (CCP/IAMD) Dean/Director, SGS; Provost	Consultations to begin Jan, planning continues to April 2026. Recommendations to be tabled Fall 2026
2. Direct hire to support IAMD leadership	Review of administrative and general staffing structures subject to budgetary constraints	Dean/Director SGS	Strategy to be ready for review Sept 2026
3. Ensuring appropriate teaching, studio, and exhibition space	Review and assess for adjustments in response to shifting cohort numbers and negotiations internally and externally	SGS Dean, Director SGS, Director, Campus Planning & Projects, IAMD GPD	Jan-April 2026 review and assess incoming cohort Adjust for Sept 2026
4. Ensuring IAMD has an Indigenous Knowledge leader	Consult w/ current advisor, Special Advisor to SGS on Indigenous Initiatives, and develop mandate w/ description of role and goals	Current Indigenous special advisors; Provost and Dean SGS	Planning and framework for role to start Jan 2026, consultation and review of strategy in July 2026

**FINAL ASSESSMENT REPORT AND
IMPLEMENTATION PLAN**

Cyclical Program Review

5. Teaching by diverse faculty be extended to multi-year commitments	Discussions with faculty deans to implement such a plan and retain multi-year commitments	Deans (Graduate, Art, Design, Art+Science)	2025-2026 academic year
6. Further administrative support for program	Internal consults/needs analysis on administrative structures , related to recommendation #2, endeavouring to support this within current fiscal realities	Dean/Director, SGS, SGS GPDs	Jan 2026, review plan Sept 2026
7. Increase GPD tenure from three to five years	Discussions with other GPDs, Deans, Provost, OCADFA to determine viability within larger SGS and University structure, followed up with survey faculty and admin. To include consideration of potential revisions through governance to Policy 10.7 Policy on the Appointment & Reappointment of Chairs, Graduate Program Directors and Positions of Equivalent Levels.	GPDs, Deans, Provost, OCADFA	Initiate discussion and survey May 2026, table findings and recommendations for Sep 2026
8. Redevelop curriculum map to include two special topics courses annually	Consultation with GPDs, IAMD Program Committee, SGS Admin and Registrar underway through Major Modifications process and elective options.	Dean/Director, SGS; GPDs and program committees	Tabling recommendations in Fall, 2025, completion by winter, 2026 with other major modifications to be implemented 2027
9. Access to continuous training for graduate faculty	Consults within SGS and assessments of specific needs	Dean/Director, SGS; GPDs and program committees alongside CLT	Planning and expected updates by Fall, 2026
10. Consider ideal cohort size and potential for	Year over year considerations including	GPD and IAMD program	Review and assess 2026

**FINAL ASSESSMENT REPORT AND
IMPLEMENTATION PLAN**

Cyclical Program Review

additional entry point in winter term	impact on SGS in general, other programs, and financial concerns. Discussions on balancing intake numbers to ensure a healthy SGS is part of this consideration	committee, Dean/Director SGS, Registrar	cohort intake Summer 2026, plan and implement for 2027 intake
11. Expanding duration of program to six semesters	Financial constraints and general student needs mean this is impractical	IAMD GPD and program, registrar, university planning	Not viable to implement; January intake model to be assessed through Major Modifications consultation and design
12. Teaching opportunities for IAMD students	Continuous development of TA opportunities	Dean/Director, SGS; Provost; Deans of faculties	Completed
13. Reviewing assessment process for choosing incoming cohort	GPD Consultation with Admissions and SGS Director / Dean, inclusive of optimal cohort size intake	GPDs, Dean/Director SGS Admissions	Consultation with Admissions in 2025, review process April 2026 to make recommendations for 2027 intake
14. Provision of supervisory contract	While specific contract obligations can't be implemented without violating MOA, consultation within SGS programs and feedback from faculty can determine guidelines and support materials	GPDs with SGS Director and Dean SGS, Completion to Graduation officer	Preliminary consultation and environmental scan to be completed by end of 2025-2026; Guidelines and support material available 2026-2027
15. Adding pre-term study	Not viable considering costs and time	Dean/Director, SGS	N/A
Additional Recommendation: 1. Provide dedicated writing specialist	SGS has made permanent a dedicated writing specialist beginning Fall, 2025	Dean/Director, SGS	Completed