Faculty of Fine Arts
Integrated Resource Plan 2010-13

Framework

Mandate:

York University's Faculty of Fine Arts enjoys an international reputation for integrated education at the undergraduate and graduate levels, bringing together artists and scholars in all the fine arts disciplines. This mix of studio and studies engenders synergies in research and pedagogy, grounding our students' education in the finest traditions of humanist and artistic training. Graduates of the Faculty play a significant role in Canada's creative economy as artists, performers and writers; producers, directors and designers; historians and ethnographers; critics, policy-makers and educators. The research of our faculty members in scholarly settings, labs and studios, on stage and on screen, helps define, and contributes to our understanding of, Canada's history, culture and global contributions, including the development of innovative approaches in the areas of digital technology and the environment.

In his groundbreaking book, *The Rise of the Creative Class*, Richard Florida documents the pivotal contribution of professionals educated from an artistic perspective to successful city-building, arguing that ideas and innovations driven by creative concepts influence all areas of contemporary life. The Faculty of Fine Arts affirms that its mission is to be at the forefront in educating tomorrow's leaders: the 'creative class' that will help to shape our civic institutions and public life. In embracing this mandate, the Faculty of Fine Arts recognizes the key role of the arts in society in creating sites of discourse on contemporary issues, through artistic products and discursive methods that directly engage the public. The Faculty of Fine Arts fully shares in the University's goal of preparing educated, engaged citizens for the 21st century.

Vision:

York University's Faculty of Fine Arts is a center of creative exploration, wide-ranging critical intellectual enquiry and innovative research. It is an energetic and stimulating community of artists and scholars who engage Canadian and global perspectives to assess the production, circulation, and reception of the visual and performing arts. Through its undergraduate and graduate programs spanning all the fine art disciplines, the Faculty promotes a synthesis of thoughtful, socially-informed scholarly and creative practices that enable students to interpret the social and cultural constructs and related symbolic constructions that inform their lives.

Core Functional Areas:

Administrative Units:

Office of the Dean – provides leadership in the development and execution of a visionary Faculty Academic Plan; advocacy, external relations and communications; overall administration in relation to: planning activities and approval processes; financial, human and physical resource management; governance processes; oversight of program, curricular and research developments.

Student & Academic Services (SAS) – oversees student recruitment and retention; enhancing student experience through engagement, academic advising and support; assists units in development of program and curriculum; provides oversight and guidance to students and faculty regarding academic standards; provides career advising for students.

Office of the Master of Winters College – provides collegial "home" for students in Faculty of Fine Arts and Faculty of Education through dedicated programming; provides university life advising; provides collegial "home" for college fellows; works with FFA SAS on orientation, retention and other student-related issues.

Computing Services – provides support for academic, administrative and research activities through technologies; Academic Equipment Fund planning and administration; coordinates with relevant groups inside and outside the University to secure resources.

Fine Arts Performance Facilities – supports the academic mission of the performing arts departments (Dance, Theatre, Music, Film) by managing and providing infrastructure and technical support in a wide range of performance and presentation facilities; administer rental of performance facilities to internal York and external community clients.

Academic Units:

All academic units offer comprehensive, integrated programs specializing in their discipline along with courses for non-majors and general education options.

Dance – offers an integrated education in dance, combining intensive studio training in performance, choreography and repertory with studies in dance history, theory, teaching methodologies and body therapy. Degree programs: BA, BFA, MA, MFA, PhD

Design – focuses upon the practicum areas of visual communication, information design and interactive multimedia, supported by studies in design theory and history. The undergraduate program is offered jointly with the Sheridan Institute. Degree programs: BDes, MDes

Film – offers studio courses in cinematography, editing, sound, directing, producing and screenwriting, alongside studies in film history and theory. Degree Programs: BA, BFA, MA, MFA, PhD

Music – offers a comprehensive education in music of various genres including jazz, classical, popular and world music, comprising studio courses in performance and composition alongside studies courses in musicology across a wide range of musical cultures and traditions. Degree programs: BA, BFA, MA, PhD

Theatre – offers courses dealing with the creative processes and technical skills involved in performance, directing and production, including lighting, costume and set design, alongside studies in dramatic literature, theatre history, theory and criticism, and playwriting. Degree programs: BA, BFA, MA, MFA, PhD

Visual Arts – offers courses in art history, theory and criticism alongside studio courses in drawing, print media, photography, time-based media, painting and sculpture. Degree programs: BA, BFA, MA, MFA, PhD

Guiding Principles:

- To stimulate and support creative excellence in all its forms;

- To offer individuals from our multiple communities – and through them, the world – the opportunity to hear, see, think and experience more deeply, more sensitively through a wider lens and in more imaginative ways;

- To provide not only an understanding of the best creative works of the past, but also a sense of what the arts could be in future, and to actively seek to define that future;

- To be a pre-eminent destination for the study, practice and experience of the arts with up-to-date studios and performance spaces;

- To pursue innovation in a fast changing digital world and to create new intersections between technology and art;

- To promote wide-ranging multidisciplinary and transcultural bases for critical enquiry;

- To act as a centre for the investigation of the history of, and innovation in, the arts in Canada and their relationship with transnational artistic discourses;

- To evolve socially motivated, inspired undergraduate and graduate students who work in Canada and internationally;

- To impact national arts policy.

Planning Context:

The Faculty is guided by the UAP, the VPA Business/UAP Implementation Plan and the Faculty's Academic Plan. The overall planning context within which the Faculty operates includes:

- Resource-intensive studio programs – both physical (space and equipment) and human (faculty and staff)
- Severe financial constraints
- The evolving culture of the Faculty of Fine Arts in which departments are encouraged to appreciate distinctiveness but also collaborate within the framework of an integrated Faculty

Relationship with Government:

The Faculty of Fine Arts has no specific relationship with government except through the auspices of York University.

Action Plan

Priority 1: Building on the Faculty's current national reputation as a leader in arts education, to develop an international reputation as an institution operating on the cutting edge of the arts in the 21st century.

Objective	Actions/Strategies	Measurables	Accountabilities
1. Evolve a faculty complement so that research and curricula are fully integrated and aligned with the strategic vision of the Faculty of Fine Arts	1. Improve ratio between enrolments and full-time faculty complement	1. Student enrolment and tenure stream faculty complement ratio is 23.5 major 1's per tenure stream faculty, down from 2010 ratio of 24.5	**Timeline:** 2010-14 **Responsible Party:** VP Academic & Provost, Dean **Comments:** Revised funding for studio based BFA programs and resolution of FFA budget deficit. **Dependencies:**
	2. Hire new faculty to build strategic initiatives in research and teaching identified in the Faculty's Five Year Strategic Plan	1. New positions filled in digital technology, sustainability and to increasingly internationalize curriculum	**Timeline:** 2010-14 **Responsible Party:** Dean, Associate Dean (Research), Chairs, Chief Development Officer **Comments:** **Dependencies:**
	3. Continue to incorporate part-time faculty to complement existing faculty strengths as can be accommodated within departmental budgets	1. Contract faculty support and enhance the delivery of curriculum	**Timeline:** 2010-14 **Responsible Party:** Dean, Associate Deans, Chairs, Manager of Academic Resource Planning **Comments:** **Dependencies:**
2. Build on the distinctive relationship between theory and practice that is the basis of the Faculty's historic strength	1. Continue, pending curricular revision, to offer BA, BFA, MA, MFA, and PhD programs across five fine arts areas distinguished by depth and breadth of artistic and academic focus, as well as a professional program in design	1. Constructive and positive program reviews (i.e. UPR etc.) in line with established cycles	**Timeline:** Ongoing **Responsible Party:** AVP Academic, Dean, Associate Deans, Chairs, faculty **Comments:** Held on annual cycles. **Dependencies:**

	2. Encourage faculty to consider on-campus presentations (stage, film or exhibit) as both teaching venues and research sites, through which they can engage undergraduate and graduate students in questions concerning pedagogy, aesthetic theory and/or questions of race, gender, identity, environment and other contemporary issues	1. Increased attendance of students events across the Faculty (2011-12) 2. Development of a joint season (2011-12) • Develop a means to determine whether these activities are helping students develop an extended discourse in the arts	**Timeline:** 2011-13 **Responsible Party:** Dean, Associate Deans, Chairs, GPDs, General Manager of Performance Facilities **Comments:** **Dependencies:**
	3. Encourage intersections across departments between exhibits, performances, guest teachers, and lecturers to encourage a cross-disciplinary discussion	1. Integrated planning between departments of performances, guest teachers, exhibits, etc. • Development of a joint season (2011-12) and cross-disciplinary discourse	**Timeline:** 2011-13 **Responsible Party:** Dean, Associate Deans, Chairs, GPDs, General Manager of Performance Facilities, Director of Communications & Public Relations **Comments:** **Dependencies:**
	4. Investigate the potential to secure professional designation for all BFA programs	1. Enhanced reputation of the Faculty • Understand the potential and/or the requirements (2012) • Possess the professional designation (2013)	**Timeline:** 2011-15 **Responsible Party:** Dean, Associate Deans, Chairs, GPDs, faculty, Executive Officer, Manager of Academic Resource Planning **Comments:** **Dependencies:** Ministry policies.
3. Ensure a balance between innovation and stability in the curriculum as the basis for distinctive FFA programs	1. Rethink the curriculum in each department to align degree programs with the strengths of the tenured faculty • Identify the directions in which tenured faculty are driving their field including common research interests	1. Identify or articulate the direction which each program is taking (2011-12) 2. Necessary curricular revisions in place (2013)	**Timeline:** 2010-13 **Responsible Party:** Dean, Associate Deans, Chairs, GPDs, faculty, Manager of Academic Resource Planning **Comments:** Integration of Faculty with newly established trends in the artistic community, creative and scholarly. **Dependencies:**
	2. Identify how graduate and undergraduate programs are competitive with programs throughout North America through the FFA Excellence Project every two years	1. Increased number and quality of students (2010-11) 2. Increased competitiveness in the domestic market • Able to articulate the differences/strengths of FFA	**Timeline:** 2011 **Responsible Party:** Dean, Associate Deans, Director of Academic Affairs **Comments:** Compare the 2011 study with one completed in 2009. **Dependencies:**

			programs • Curricular changes made to enhance competitiveness	
	3. Work to distinguish and publicize categories of courses that appeal to distinct student cohorts including majors, non majors and students looking for General Education options	1. Increased enrolment in General Education courses (2011) • New courses for non-majors developed in each Department		**Timeline:** 2010-12 **Responsible Party:** Associate Deans, Chairs, Assistant Director of Academic Affairs **Comments:** **Dependencies:** Acceptance of GE course status by Senate.
	4. Identify opportunities where new technologies can be incorporated to support a more effective learning environment	1. Implement more technology enhanced learning opportunities 2. Positive student response in course evaluations to e.learning 3. Plan in place to ensure that technology is kept up to date		**Timeline:** 2010-13 **Responsible Party:** Associate Deans, Student and Academic Services, Director of Computing Services, TEL Professor **Comments:** **Dependencies:**
4. Make sustainability a primary focus of research and teaching, in order to be at the forefront of this emerging area of research and civic life that contributes to well-being and innovation in the artistic community and the economy	1. Develop and implement a plan to "green" classrooms, studios, labs, and stages	1. All spaces in the FFA are free of chemicals or other materials that can adversely impact health		**Timeline:** 2010-13 **Responsible Party:** Chairs, Technical staff in each Department, Executive Officer, Director of Computing Services **Comments:** **Dependencies:**
	2. Develop research and teaching focus on greening initiatives in the arts through course redesign and related events	1. Courses are revised to include emphasis on sustainability 2. Development of sustainability research areas that align with curriculum		**Timeline:** 2010-13 **Responsible Party:** Dean, Associate Deans, Chairs, faculty, technical staff **Comments:** **Dependencies:**
	3. Introduce Theatre MFA stream in Ecological Design for Performance	1. MFA in Ecological Design for Performance is approved		**Timeline:** 2011-12 **Responsible Party:** Chair (Theatre), GPD (Theatre), Department of Theatre **Comments:** **Dependencies:** Acceptance of new MFA stream by FGS and Senate.

	4.	Establish Burton Auditorium as a LEED building and research site for ecological design for performance	1. LEED status by 2020 • Full funding by 2015	**Timeline:** 2010-2020 **Responsible Party:** Dean, Chief Development Officer **Comments:** **Dependencies:**
	5.	Develop discourse on the arts' contribution to environmental and cultural sustainability through public events and professional development workshops	1. Public discourse is changed as evidenced by media coverage and media requests for expert commentary 2. Attendance at and resonance of the international 'Staging Sustainability' conference • Engagement of arts community and those involved in environmental policy	**Timeline:** 2011 **Responsible Party:** Dean, Director of Communications & Public Relations, Committee for 'Staging Sustainability' Conference **Comments:** Supported by $49,000+ SSHRC public outreach grant. **Dependencies:**
5. Build on existing strengths in digital media and work to enhance links between research, curriculum and knowledge mobilization in digital media	1.	Encourage digitally based experimentation across media and other art forms to strengthen continuity from more traditional art forms to emerging digital forms, and develop artistic languages that express that continuity	1. Increased number of • Experimental exhibitions, installations, performances etc. • Expressions of interest from the arts community and industry partners • Establish baseline and realistic goals 2. Enhanced research funding for digital media	**Timeline:** 2010-13 **Responsible Party:** Dean, Associate Dean (Research), Chief Development Officer, Program Director for Digital Media, CRCs **Comments:** **Dependencies:** Continued governmental grants and industry partnerships.
	2.	Provide students with excellent production and performance facilities that fully integrate current digital technologies by building on strengths in areas of lab-based digital technology including physical computing and interactivity, augmented reality, rapid prototyping, mobile media, theoretical studies in Future Cinemas and Digital Film Studio	1. Maintain digital technology labs (on-going) 2. Secure new grants that build industry partnerships • Establish clarified policies for various forms of technology (2011-12) • Define relationship between research labs and curriculum • Digital film studio opened by 2010-11	**Timeline:** 2010-13 **Responsible Party:** Dean, Associate Dean (Research), Chief Development Officer, Program Director for Digital Media, CRCs, faculty **Comments:** **Dependencies:** Academic Equipment Fund funding.

	3.	Establish a digital institutional repository system to house intellectual output of the Faculty • Buy or build appropriate platform to store, organize and deliver multimedia	1. York is established as the permanent home of the Canadian Art Database 2. Faculty use the platform to store their research and teaching materials 3. Increased use of material in Canadian Art Database and Fine Arts Body of Knowledge (FABOK) in FFA research projects	**Timeline:** 2010-12 **Responsible Party:** Dean, Director of CCCA, Chair (Visual Arts), Director of Computing Services **Comments:** **Dependencies:**
	4.	Develop a pan-faculty BFA in Digital Arts to serve students who want to integrate digital technologies into their art practices, but are not interested in the computer science component of the Digital Media BA	1. Program launches in fall 2012	**Timeline:** 2012-13 **Responsible Party:** Dean, Associate Deans, Chairs, Program Director of Digital Media, Director of Computing Services, Manager of Academic Resource Planning, Assistant Director of Academic Affairs **Comments:** **Dependencies:**
6. Build recognition of the Faculty's reputation and redefine the external community's perception of the Faculty of Fine Arts	1.	Develop and implement enhanced communications and marketing plan	1. Media requests for expert commentary are appropriate and reflect faculty strengths 2. Increased recognition of FFA in the arts community and on campus	**Timeline:** 2010-13 **Responsible Party:** Dean, Chairs, Director of Communications & Public Relations **Comments:** **Dependencies:**
	2.	Promote the FFA season through the development of effective communications materials to establish a strong presence on campus and beyond	1. Increased attendance at events • Establish baseline and realistic goals 2. Greater visibility in the media	**Timeline:** 2010-13 **Responsible Party:** Dean, Chairs, Director of Communications & Public Relations and staff **Comments:** **Dependencies:**
	3.	Identify current areas of distinction as demonstrated in the professional positioning of alumni • Create database to track alumni successes	1. A persuasive idea of the Faculty's strengths is conveyed by emphasizing alumni successes in media, communication and recruitment materials	**Timeline:** 2010-13 **Responsible Party:** Director of Academic Affairs, Director of Communications and staff, Director of Computing and staff **Comments:** **Dependencies:**

Priority 2: Entrenching the integration of scholarly and creative research with teaching.

Objective	Actions/Strategies	Measurables	Accountabilities
1. Build on current strengths in academic and creative research to increasingly explore the contribution of the arts to important social discourse and technological innovation	1. Conduct on-going research in established areas of expertise and build on new areas	1. Ongoing strong research performance - Additional CRCs (2013-2014) - Develop mechanisms to effectively track research activity (2013-2014)	**Timeline:** 2010-14 **Responsible Party:** Dean, Associate Dean (Research), Research Officer, faculty **Comments:** **Dependencies:**
	2. Expand relationships with local, national, and international arts communities and institutions	1. Art objects and art publications are publicly cited or referenced	**Timeline:** Ongoing **Responsible Party:** Dean, Associate Dean (Research), faculty **Comments:** **Dependencies:**
	3. Provide on-going support to research through a. Research Office [R.O. and post award administrator] b. Associate Dean Research c. Policies established to define support for research including course release, space, conference travel, technical support, etc.	1. Faculty satisfaction with research support increases	**Timeline:** 2010-12 **Responsible Party:** Dean, Associate Dean (Research), Executive Officer, Financial Officer, Research Officer **Comments:** **Dependencies:**

	4. Build a cross disciplinary research profile
	  a. Publish annual report that establishes research profile of the FFA
	  b. Promote research linkages and understanding of work being done by colleagues elsewhere in the Faculty and beyond, through:
	    i. external speaker series
	    ii. colloquia
	    iii. online research newsletter
	    iv. supporting national and international conferences and symposia
		1. Profile is embedded in faculty behavior
		  • Increased collaborations amongst departments to create symposia and colloquia
		2. Implementation of new FFA faculty web profiles database
			Timeline: 2010-12
			Responsible Party: Dean, Associate Deans, Chairs, GPDs, Executive Officer, Director of Communications & Public Relations, Research Officer, faculty
			Comments:
			Dependencies: UIT builds database.

	5. Support integration of research and teaching
	  a. Develop opportunities within Faculty Council meetings for faculty to consider the relationship between teaching and research
	  b. Expand upon the positioning of performances and exhibits on the campus as sites that are both research and practice
	  c. Establish first year experience for students that brings them together with tenure stream faculty
		1. Faculty Council serves as locus for discussions of the relationship between research and teaching and the arts' contribution to the social/cultural context
		2. Vibrant events held within the context of research and teaching mission of the FFA
		3. Faculty offers a first year experience program in line with 'White Paper' goals
			Timeline: Ongoing
			Responsible Party: Dean, Associate Deans, Chairs, GPDs, Faculty Council Executive, faculty, Research Officer
			Comments:
			Dependencies:

	6. Track full range of faculty funding including external research contracts and funding from municipal, provincial and national arts agencies as well as Tri Council grants	1. Develop data that accurately supports recognition of research strengths	**Timeline:** 2011-12 **Responsible Party:** Research Officer, Associate Dean (Research), Director of Computing Services **Comments:** **Dependencies:**

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2. Increase knowledge mobilization and outreach to both the public and private sector across the GTA, nationally, and internationally	1. Continue to share research through professional work of faculty through publications, exhibitions, performances, guest teaching etc. in local, national and international venues	1. Increased faculty involvement a. Establish baseline and realistic goal 2. Art objects and art publications are publicly cited or referenced and have influence 3. Media coverage increases	**Timeline:** 2010-12 **Responsible Party:** Dean, CRC, Associate Dean (Research), faculty, Director of Communications & Public Relations **Comments:** **Dependencies:**

	2. Establish co-creative partnerships within GTA
	   a. Identify areas of potential intersection between faculty research and community interests [connecting ideas and problems, and working toward a mutual understanding of meaning]
	   b. Explore potential of industry partnerships, as an evolution of CFI and other grants, in support of teaching and research including internships, support of technology infrastructure, and/or research collaborations
		1. New relationships between faculty research and external partners established
		2. New internships established
		3. New applications of research that benefit community
			Timeline: 2010-14
			Responsible Party: Dean, CRCs, Associate Dean (Research), Research Officer, faculty, Director of Communications & Public Relations
			Comments:
			Dependencies:

Priority 3: Engagement / Community: Promote an open environment that allows for a vibrant and mutually enriching conversation between faculty, students and myriad external communities in support of research, teaching, and student academic and professional success.

Objective	Actions/Strategies	Measurables	Accountabilities

1. Provide opportunities for student engagement as a key element in academic and professional success	1. Pursue a wide range of opportunities to actively engage students in the learning process
	  a. Strong advising
	    i. Enhanced centralized advising
	    ii. Drop-in peer advising centre staffed by trained mentor volunteers;
	    iii. Electronic advising service;
	    iv. Mentor program: connecting each undergraduate student with an upper- level student and related peers
	    v. An on-line discussion forum between mentors and mentees
	  b. Pro-active retention measures
	    i. INsight program
	    ii. Increase interaction between faculty and students in the first and second years
	    iii. Enhance faculty and staff awareness of academic and support services available to students through a formal liaison structure between SAS and departments
	  c. Continue to explore course delivery methods associated with e.learning
		1. Student satisfaction with advising improves
		    i. Establish baseline and realistic goal
		    ii. Design and conduct yearly surveys
		2. Increased retention from first through fourth years
		    i. Establish baseline and realistic goal
		3. Faculty satisfaction with advising and retention improves
		4. Staff knowledge base is enhanced
			Timeline: 2010-12
			Responsible Party: Dean, Associate Dean (Undergraduate), Director of Academic Affairs, Chairs, Administrative Assistants, Undergraduate Program Assistants, Director of Computing Services
			Comments:
			Dependencies.

	2. Develop enhanced mechanisms to bridge theory and practice	1. Evidence of engaged student learning through: • Increased number of internships in this area ° Develop baseline and realistic goal • Increased relationship between related industry and the FFA • Development of new mechanisms for assessing student learning • Increased evidence of in-class experiential education	**Timeline:** Ongoing **Responsible Party:** Dean, Associate Deans, Chairs, faculty **Comments:** **Dependencies:**
	3. Actively engage students in faculty research a. Participate in RAY program b. Include undergrad and graduate students in research grants	1. Increased participation by students	**Timeline:** Ongoing **Responsible Party:** Dean, Associate Deans, Chairs, faculty **Comments:** **Dependencies:**

	4. Support students in developing their professional profile by
	 a. Showcasing students' work and achievements through:
	  i. public events
	  ii. Faculty websites
	  iii. news stories
	 b. Offering annual career/networking event (Connect Re/Connect) where students meet practicing professionals in the field
	 c. Offering workshops within each department on resume development, networking, industry skills, and realistic expectations concerning entry level positions
		1. Increased opportunities for students to develop their professional profile
		• Establish baseline and realistic goal
		2. Graduating students find jobs and other opportunities commensurate with their professional capacities
		• Develop mechanisms to track student success after graduation
			Timeline: Ongoing
			Responsible Party: Dean, Associate Dean (Research), Chairs, Director of Academic Affairs, Director of Communications & Public Relations
			Comments:
			Dependencies:

2. Enhance relationships with the local community	1. Expand opportunities for community engagement
	  a. Extend FFA's relationships across the GTA by positioning the facilities of the FFA as central to the artistic life of Greater Toronto and in the process create a dialogue between the arts community in downtown Toronto and York Region
	  b. Develop relationships with non-profit arts groups through the facilities in Accolade East
		1. New partnerships with arts organizations in the GTA	**Timeline:** Ongoing
			Responsible Party: Dean, Associate Deans, General Manager of Performance Facilities
			Comments:
			Dependencies:

3. Build strong relationships with FFA alumni to • help market our programs • enhance public profile of the Faculty • support student success	1. Develop a database of distinguished alumni and their professional achievements 2. Profile alumni success in communications and recruitment materials 3. Engage alumni in FFA events	1. Vibrant alumni engagement in the life of the Faculty • Increased internship opportunities for students • Mentoring for students • Bridges built to the professional arts community	**Timeline:** 2010-13 **Responsible Party:** Chairs, Director of Academic Affairs, Director of Computing Services, Director of Communications & Public Relations **Comments:** **Dependencies:**
4. Promote accessibility and life-long learning	1. Develop more courses with flexible delivery either through scheduling or the incorporation of e-learning	1. Increased enrolment of non-traditional students • Establish baseline and realistic goal	**Timeline:** 2010-12 **Responsible Party:** Dean, Associate Dean (Undergraduate), Chairs, Director of Academic Affairs, Director of Computing Services **Comments:** **Dependencies:** ACMAPS
	2. Establish non-degree and affiliated certificate programs	1. First cohort enrolment 2014 • Non-degree certificates in community arts and green technology for performance venues	**Timeline:** 2010-13 **Responsible Party:** Dean, Associate Dean (Undergraduate),Chairs, Faculty Council, Assistant Director of Academic Affairs, Manager of Academic Resource Planning **Comments:** **Dependencies:**

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Priority 4: Internationalization

Objective	Actions/Strategies	Measurables	Accountabilities
1. Increase international outreach to promote research collaboration, provide student learning opportunities, and promote the Faculty's reputation for excellence	1. Continue to support existing student exchanges and develop consistent faculty exchanges	1. Increased number of faculty and student exchanges • Establish baseline and goal	**Timeline:** 2010-12 **Responsible Party:** Dean, International Relations Coordinator, SAS **Comments:** **Dependencies:** Ongoing relationship with York International.
	2. Create database that tracks existing relationships and exchanges	1. Database is established by spring of 2011	**Timeline:** 2010-11 **Responsible Party:** Dean, International Relations Coordinator, SAS, Director of Computing Services **Comments:** **Dependencies:** Ongoing relationship with York International.
	3. Explore the potential for and develop summer abroad courses	1. Every department offers summer abroad courses • Establish baseline and realistic goal for student involvement	**Timeline:** 2014 **Responsible Party:** Dean, International Relations Coordinator, Chairs, faculty **Comments:** **Dependencies:** Ongoing relationship with York International.
	4. Develop a pan-Faculty International Summer Institute for the Arts	1. Increased international visibility/profile	**Timeline:** 2012 **Responsible Party:** Dean, International Relations Coordinator, Chairs, GPDs **Comments:** **Dependencies:**
	5. Expand connections globally with other universities, building on compatible strengths and research interests	1. Increased international collaborative research 2. Increased international research opportunities for students	**Timeline:** 2014 **Responsible Party:** Dean, Associate Deans, International Relations Coordinator, Chairs, GPDs **Comments:** **Dependencies:**
	6. Increase number of incoming undergraduate and graduate international students • International auditions	1. Establish baseline for 2009-2010 and realistic goal	**Timeline:** 2012-14 **Responsible Party:** Dean, Associate Deans, Chairs, GPDs, Director of Academic Affairs, Manager of Academic Resource Planning **Comments:** **Dependencies:**

Priority 5: Enhancing operational effectiveness

Objective	Actions/Strategies	Measurables	Accountabilities
1. Implement integrated resource planning to move forward academic goals	1. Ensure that Faculty resources provide best possible support for Faculty priorities and initiatives	1. PBRA demonstrates that adequate resources are being allocated to Faculty priorities (2013) 2. Financial allocations are perceived by Chairs and GPDs as transparent 3. Strategic decision-making processes are better informed by enhanced data and clarity of goals and priorities	**Timeline:** Ongoing **Responsible Party:** Dean, Associate Deans, Executive Officer, Financial Officer, Manager of Academic Resource Planning, Manager of Human Resources **Comments:** **Dependencies:**
2. Continue to provide professional performance venues for the FFA, University and community	1. Create stable revenue base through development and implementation of Fine Arts Performance Facilities Business Plan	1. FAPF increases revenue base in accordance with its business plan	**Timeline:** Ongoing **Responsible Party:** Dean, Executive Officer, General Manager of Performance Facilities **Comments:** **Dependencies:**
	2. Ongoing maintenance and renewal	1. Performance venues are being adequately maintained 2. FAPF equipment is maintained, upgraded and replaced as needed • Relative to established standards	**Timeline:** Ongoing **Responsible Party:** Dean, Executive Officer, General Manager of Performance Facilities **Comments:** Continuation of FAPF business plan and maintenance schedule. **Dependencies:**
3. Effective use of human resources to allow Faculty to achieve objectives	1. Align non-academic resources to better meet the needs of academic/research priorities and student services/student experience	1. Enhanced integration throughout the FFA and enhanced communication between students and faculty 2. Improved communication and enhanced student satisfaction	**Timeline:** Ongoing **Responsible Party:** Dean, Executive Officer, Associate Deans, Research Officer, Manager of Human Resources, Director of Academic Affairs **Comments:** Involve CASA. **Dependencies:**