Action Plan: 2D Digital Art & Animation/CS Animation

Date Self-Study was submitted to AQA: November, 2022

Date of External Review: December 9, 2022

Institutional Response

The Continuing Studies (CS) department fully supports the proposed action items and changes aimed at improving the quality of the 2D Digital Art & Animation program. CS acknowledges the importance of the Teaching and Curriculum Development Centre (TCDC) services to develop a comprehensive curriculum map that will serve as a foundation for program updates. CS plans to allocate funding to TCDC services based on the growth of department revenue.

CS endorses the plan to update the curriculum based on insights gathered from the curriculum map construction. As the current curriculum is constrained by an external agreement, negotiations are already in progress to facilitate its update, requiring an agreement to be reached. The curriculum update process entails consulting subject matter experts (SMEs) to revise courses and integrate content pertaining to Equity, Diversity, and Inclusion (EDI). CS also recognizes the need to create a transition plan to accommodate current students during the rollout of the new program, while simultaneously introducing a third cohort of students.

To align with Langara's semester system, CS supports transitioning the program's curriculum from quarter semesters to tri-semesters per year. This change will require a three-year timeline for completion (see timeline attachment). Additionally, the program aims to enhance course delivery methods by moving course materials to Brightspace, allowing students to easily access lectures and lessons.

To streamline project management, CS will adopt project management software to assist staff in effectively managing projects within the program. CS also supports the program introducing work-integrated learning opportunities, providing students with valuable industry connections and practical experience.

CS emphasizes the importance of establishing a Program Advisory Committee (PAC) to provide guidance and a comprehensive understanding of industry needs. This collaboration will contribute to future plans that CS has to develop an applied digital technology hub.

Acknowledging the significance of lifelong learning, CS commits to maintaining continuous engagement with program alumni. This includes looking into further professional development opportunities to support graduates in their upskilling endeavors. Furthermore, CS acknowledges the potential to establish a network that facilitates mentorship connections between students and alumni.

In terms of facilities, CS is in favor of transforming the L4 Mac Lab into a meeting room, as well as relocating (1) the computer lab, (2) the 2D light tables, and (3) the drawing room, all of which are affected by the proposed facility changes. These alterations have been selected to enhance student success by addressing limitations in the current learning spaces. However, the implementation of these changes is subject to the availability of funds in each fiscal year.

In summary, CS fully embraces the suggested changes and action items presented for the 2D Digital Art & Animation program. The StrongerBC plan places a strong emphasis on upskilling and endeavors to eliminate obstacles that impede individuals from accessing high-quality training opportunities. These initiatives will align with the financial assistance allocated through the StrongerBC plan, elevating the program's quality, relevance, and alignment with industry standards. As a result, students will benefit from enhanced learning experiences and increased prospects for professional growth.

Signed

Signed

June 29, 2023

June 29, 2023

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Connie, Chong, Dean, Continuing Studies

Pablo Vargas, Associate Vice-President, External Relations

Recommendations from the Self-Study and External Review this Action Plan does NOT Address.

Provide a brief rationale for why each Recommendation cannot be addressed. Add or remove rows as necessary.

Recommendation	Self-Study or External Review (include p.#)	Rationale

Goal 1: Create a Curriculum Map for the Program

Planned Actions: What Planned Actions will the department complete to achieve this goal? Add or remove rows as needed.

Planned Actions	Led by	Begin on	Anticipated Completion	Notes
Review course material with TCDC and make a future state curriculum map	Director, Program Coordinator, TCDC	February 15, 2023	December 2023	
Map out the current cohorts and when they'll graduate. Create a transition plan that accounts for current students after new program rollout.	Director, Program Coordinator, TCDC	January 2024	Feb 28, 2024	
Decide on course delivery method. Which courses would work best in PebblePad and which courses would work best in Brightspace.	Program Coordinator, TCDC	January 2024	April 1, 2024	The best delivery method; either Brightspace or PebblePad. The latter ensures students have access to legacy course materials, whereas the former has a more robust grading and document system.
Decide on project management software.	Director, Dean	May 2023	April 1, 2024	There is currently no software in place to aid the team in managing this project. Dean is looking into options, and Management team is currently testing a product.

What Self-Study or External Review Recommendations do the Planned Actions support? Check the appropriate column to indicate if the Recommendation is from the Self-Study or External Review. Add or remove rows as needed.

Recommendation	Self-Study (specify page #)	External Review (specify page #)
A curriculum map would be highly recommended for this program. The program does not have a curriculum map that's been reviewed and authorized by Langara.	8	
The creation of a curriculum map will be an integral part of the moving forward with the review. A curriculum map will also be helpful for prospective and current students who are contemplating how to direct their careers in animation.		4

NOTE: Add "Planned Actions" and "Recommendations" tables if there are distinct themes within each Goal.

Which [Academic Plan 2025 Lens or Lenses](#) does this Goal supports? Add or remove rows as needed,

Academic Plan 2025 Lens (only include the title of the lens)
Curiosity, Creativity, and Innovation: Create the Future Together
Transformational Learning Experiences
Holistic Student Engagement & Support

What resources will be used to achieve this Goal? Indicate if existing resources will be used or if additional resources are requested.

Resources
Support from TCDC and the Director of Extended Learning regarding: • Choosing project management tools. • Mapping the curriculum and updating course materials. • Creating a transition plan before implementing the new curriculum. • Risk Management (to adjust the current institutional agreement for LMS control)

Goal 2: Update the Program Curriculum

Planned Actions: What Planned Actions will the department complete to achieve this goal? Add or remove rows as needed.

Planned Actions	Led by	Begin on	Anticipated Completion	Notes
Gain control of curriculum and LMS.	Program Coordinator, Director	September 2023	September 2024	The quality of course material and adaptation from a quarter system into Langara's semester system is directly impacted by the current agreement. Both should be in Langara's control.
Update the program with information gathered from the construction of the future state curriculum map	Program Coordinator, TCDC	September 2023	September 2024	Some recommendations were not included below as they are course-specific and are fully encompassed by the listed recommendations.
Integrate Library Resources into program	Program Coordinator, TCDC, Library	January 2025	April 1, 2025	
Seek out opportunities to include work-integrated learning into the program	Program Coordinator, TCDC	January 2024	January 2025	As well, work with Co-Op & Career Development Centre and other PC colleagues with experience.
Review learning materials; ensure materials are inclusive and represent a diverse group of people where applicable.	Program Coordinator, TCDC, EDI	September 2023	September 2024	
Maintain current program length.	Program Coordinator, TCDC, EDI	September 2023	September 2024	The revision and updating of the curriculum may remove the need to lengthen the program. As the curriculum develops more insights will be gained on how to best proceed with this recommendation.

What Self-Study or External Review Recommendations do the Planned Actions support? Check the appropriate column to indicate if the Recommendation is from the Self-Study or External Review. Add or remove rows as needed.

Recommendation	Self-Study (specify page #)	External Review (specify page #)
The academic curriculum provided by CATO does not cover builds/rigs. Our instructors have taken steps to fill this gap in knowledge with our students.	12	
Improvements have been made to the teaching of rigging and there is the provision of pre-rigged characters for Harmony animation assignments. The		4

Recommendation	Self-Study (specify page #)	External Review (specify page #)
priority creation of gender and racially neutral rigs could be a shareable currency for Langara that could improve its online profile and position in the online animation community. This is a gap in other public offerings that Langara can capitalize on. The use of different character designs for rigs, especially characters of colour, characters with different body sizes, and characters with disabilities is strongly encouraged.		
Feedback from alumni indicates that while learning traditional/paper animation skills was valuable, time to work on and fully grasp digital skills and concepts was lacking. A quicker transition to digital skills (e.g., Flash, TV Paint) should be considered.		4
Lengthening the program to 24-months to accommodate more in-depth exploration of animation tools and techniques to facilitate better skill development to meet industry requirements. Currently students do not have enough time to finish their demo reels due to the accelerated program.	12	
The scaffolding needs to be more consistent and less compressed in certain areas.	12	
Inclusion of Work-Integrated Learning into the program to maximize the learning opportunities available to the students and foster closer connections to the industry.	20	
Review the curriculum and ensure it fits Langara's semester system. This will break the articulation with CATO but will benefit students much more in terms of having more time to study per term.	20	
Finding instructors that are currently working in the industry and have time in their schedule to teach Digital Character Animation in Harmony has proven to be difficult. One reviewer recommends introducing Harmony earlier so that students can have more time to become familiar with the software and so that the teaching schedule can be less demanding		5
Integrating online library resources and tutorial websites with classes can be beneficial as an 'add-on' but could be overwhelming for the students if treated as required coursework on top of already existing coursework and homework.		6
Moving course material to Brightspace will help ensure that different learners have the support they need to access lectures or lessons they might have missed or wish to review.		6
Review the curriculum and ensure it fits Langara's semester system. This will break the articulation with CATO but will benefit students much more in terms of having more time to study per term.	20	

Recommendation	Self-Study (specify page #)	External Review (specify page #)

NOTE: Add "Planned Actions" and "Recommendations" tables if there are distinct themes within each Goal.

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Academic Plan 2025 Lens (only include the title of the lens)
Curiosity, Creativity, and Innovation: Create the Future Together
Holistic Student Engagement and Support
Transformational Learning Experiences
Social Responsibility / Community Engagement

What resources will be used to achieve this Goal? Indicate if existing resources will be used or if additional resources are requested.

Resources
- Support from TCDC, Library, EDI, EdTech   - Consult with SMEs for course revisions   - Migration of LMS content + revisions to align with new LMS   - Funding for the inclusion of additional sources of learning outside what is currently available from the library.   - Co-Op & Career Development Centre   - Risk Management (for Co-op assignments)

Goal 3: Assemble PAC

Planned Actions: What Planned Actions will the department complete to achieve this goal? Add or remove rows as needed.

Planned Actions	Led by	Begin on	Anticipated Completion	Notes
Reach out to experienced, working professionals. Discuss program with them; invite them to join the PAC.	Program Coordinator, TCDC	September 2023	October 15, 2023	
Gather and review list of interested parties with Director.	Program Coordinator, TCDC, Director	October 15, 2023	January 2024	
Formally invite all parties and establish PAC.	Program Coordinator	February 2024	April 1, 2024	Considering to form a PAC that is one large group made-up of 2D / 3D. They will meet once / twice / year to advise and consult on general animation industry and trends and potential new learning avenues. The 2D specific members will also meet at least once / year for 2D Program specific consultation. The 3D members will do the same.

What Self-Study or External Review Recommendations do the Planned Actions support? Check the appropriate column to indicate if the Recommendation is from the Self-Study or External Review. Add or remove rows as needed.

Recommendation	Self-Study (specify page #)	External Review (specify page #)
Another PAC that reviews the curriculum with more robust scaffolding and an eye toward replicating the more up-to-date workflows being used in studios is also recommended. Recommendations from the CATO PAC have been cited and included with the self-study for reference.	8	

NOTE: Add "Planned Actions" and "Recommendations" tables if there are distinct themes within each Goal.

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Curiosity, Creativity, and Innovation: Create the Future Together

Academic Plan 2025 Lens (only include the title of the lens)
Social Responsibility/Community Relationships
Transformational Learning Experiences

What resources will be used to achieve this Goal? Indicate if existing resources will be used or if additional resources are requested.

Resources
- Support from TCDC   - Initial list of PAC candidates from network   - Industry support (animation studios, current and past instructors)   - Plan, instructions, schedule for PAC

Goal 4: Establish Connection with Alumni

Planned Actions: What Planned Actions will the department complete to achieve this goal? Add or remove rows as needed.

Planned Actions	Led by	Begin on	Anticipated Completion	Notes
Create a plan to track and engage with Alumni	Program Coordinator, Alumni Association	June 2024	August 2024	Create a plan to have Alumni available for mentoring new students, potential future teaching positions (beginning with Secondary Instructor and ubsequently with experience, an Primary Instructor). They can also be guest speakers for students. Also potentially including Alumni in recruitment (Information Sessions).
Expand the Mentorship program to include Alumni students, whether they are looking for work and continuing to work on their industry assets for application or they are previous students returning to the college in a mentor capacity.	Program Coordinator, TCDC	January 2024	December 2025	The Mentorship program is a boon to the program and could be further improved by evaluating and expanding the material being covered for recent graduates. Further exploration into available options is required.
Organize micro-credential materials for graduates and industry and apply for the credential(s).	Program Coordinator, Director, Dean, AVPE, TCDC, EdCo, JCC, CRC	July 2024	March 2025	Skills that lead into specializations not thoroughly represented in the current and new curriculums can be introduced in a micro-credential program that can also aid in supporting the industry.

What Self-Study or External Review Recommendations do the Planned Actions support? Check the appropriate column to indicate if the Recommendation is from the Self-Study or External Review. Add or remove rows as needed.

Recommendation	Self-Study (specify page #)	External Review (specify page #)
Creating a more formal and robust relationship with alumni will benefit the program and students		7

NOTE: Add "Planned Actions" and "Recommendations" tables if there are distinct themes within each Goal.

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Academic Plan 2025 Lens (only include the title of the lens)
Social Responsibility/Community Relationships

What resources will be used to achieve this Goal? Indicate if existing resources will be used or if additional resources are requested.

Resources
Support from: Alumni Association • Alumni list with current contact information • Alumni engagement initiatives Director, Dean, AVPE, TCDC, EdCo, JCC, CRC • Micro-credential course development Manager Records Management and Privacy (for Alumni contact constraints)

Goal 5: Improve Facilities

Planned Actions: What Planned Actions will the department complete to achieve this goal? Add or remove rows as needed.

Planned Actions	Led by	Begin on	Anticipated Completion	Notes
Organize and implement solutions for cable management	Program Coordinator, IT	April 2023	October 2023	Desks and computer stations are overcrowded. This is creating a situation of narrow walkways between desks, and there is no cable management system installed, so cables are getting damaged, removed, and broken.
Move the dedicated Life Drawing room to L4-002	Program Coordinator, Director	August 2023	October 2023	This move will remove the need to manually move the animation tables for life drawing sessions. This is a tentative plan as space constraints must be discussed with the Director first. An estimate for the electrical upgrade requirement for the move is still pending.
Convert the L4 Mac Lab into a meeting room	Program Coordinator, IT, Facilities, Director	August 2023	November 2023	L4-002 is currently being used for team meetings and will need a replacement if converted into the new Drawing Room.
Implement fob access to the campus.	Program Coordinator, IT, Facilities, Director	January 2024 (TBC)	December 2024 (TBC)	Fob access that controls entry to the campus will greatly increase security for students, faculty and the expensive equipment on campus. **NOTE:** Timeline needs to be confirmed with Facilities.
Establish a student flex room	Program Coordinator, IT, Facilities	February 2023	October 2023	In Progress. Students require a space to analyze games and film footage, that knowledge is important to their skill development.

What Self-Study or External Review Recommendations do the Planned Actions support? Check the appropriate column to indicate if the Recommendation is from the Self-Study or External Review. Add or remove rows as needed.

Recommendation	Self-Study (specify page #)	External Review (specify page #)
An "Object Library", a collection of items to use as life drawing objects, must be established.	26	
There is currently only one capture station that students can use to digitize their hand-drawn animations. More stations must be set up.	26	

Recommendation	Self-Study (specify page #)	External Review (specify page #)
The Drawing Room needs to be a dedicated space for drawing studies. Students currently must move the tables in the room to begin life drawing sessions with enough space.	26	

NOTE: Add "Planned Actions" and "Recommendations" tables if there are distinct themes within each Goal.

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What resources will be used to achieve this Goal? Indicate if existing resources will be used or if additional resources are requested.

Resources
IT - Facilities - Purchasing - A/V: • Additional computer hardware (if necessary) • Increased electrical capacity of two classrooms in L4 to accommodate the (1) computer lab relocation (2) 2D Classical drawing / lightboxes relocation • Additional monitor for student flex room • New instructor station wall monitor for L4 classroom with computer lab relocation (approx. Cost = 10k - 15k) • Removal of computer hardware (Mac Lab) for the meeting room • Safety measures to secure hardware and cables for safety in the flex room • New desks for new computer lab – current desks are too small

++++++ Copy/paste this page per number of Goals ++++++