

# Year 2 (2026) - FAR Implementation Report

## Dramatic Arts

### Undergraduate Programs

(reviewed 2023/24)

**Recommendation #1: We recommend the current chair continue efforts to obtain additional Faculty positions that provide ongoing and predictable support to the curriculum delivery and research programs.**

#### **ARC Disposition of the Recommendation**

ARC acknowledges that the recommendation is worthy of consideration but outside of the Committee's jurisdiction. The Committee expects the Department to advocate through the usual channels for additional faculty positions.

**No Implementation Plan required.**

#### **Comments 2025:**

DART has proposed both positions planned (a Tenure Track, teaching-stream Black Cluster Hire in Performance and a Tenure Track, research-stream position in scenography). An additional proposal for a Tier 2 Canada Research Chair in Extended Reality Performance was ranked first in the Faculty of Humanities in the 2025 university-level competition.

#### **Comments 2026:**

In Y2, DART proposed two positions and provided a long-term plan for faculty complement development aligned with planned program expansions in our Four Year Academic Plan.

**Recommendation #2: We strongly recommend that DART explore all available avenues to increase staff and administrative support, including avenues to make the current Theatre Technician and Production Coordinator full-time positions and receive support in Communications/Marketing.**

#### **ARC Disposition of the Recommendation**

ARC acknowledges that the recommendation is worthy of consideration but outside of the Committee's jurisdiction. The Committee expects the Department to advocate through the usual channels for additional staff positions.

**No Implementation Plan required.**

**Comments 2025:**

DART was successful in maintaining the current level of Theatre Technician and Production Coordinator support through the budget-reduction exercises essential in preparing for the 25-26 budget year. The University's new 3-year budget planning process will provide an opportunity to develop a fuller rationale, taking account of enrolment projections and other revenue sources, for increasing both to full-time, year-round positions.

In 25-26, DART will develop a Department-level strategic communications plan, in consultation and collaboration with the MIWSFPA and with Marketing and Communications. As a first step, in 2024-25 the Chair initiated development with CCEE and the Faculty of Humanities (FoH) of a DART "briefing" document outlining experiential learning opportunities. This will be completed and piloted in 25-26 and adapted for use as a template for similar documents for other FoH departments.

**Comments 2026:**

In Y2, university-level administrative restructuring reduced dedicated admin support from one FT Admin Assistant to 1/5 AA and 1/5 Admin Coordinator (with both positions shared across four MIWSFPA programs as well as the School). DART was successful in maintaining the current level of the Theatre Technician and **extending the Production Coordinator to a 12-month contract** through budget-reduction exercises essential in preparing for the 26-27 budget year. In preparation for a university-wide review of specialized staff positions, and consistent with Recommendation #5, DART has reviewed all production staff positions and proposed updates to job descriptions that will clarify roles, reduce overtime and related costs, and sustain existing and new academic programs.

**Recommendation #3: We recommend that DART explore all avenues to address ongoing concerns regarding space, technology, and materials budget and to develop a strategy to address these increasingly relevant and important issues that impact curriculum delivery.**

**ARC Disposition of the Recommendation**

ARC considers the recommendation to be accepted recognizing that the Department is following best practices. The Committee believes the Department, in consultation with the Dean's office, is best positioned to develop a strategy to address resource issues that impact curriculum delivery and advocate through the usual channels for additional resources.

**Implementation Plan (1<sup>st</sup> Priority)**

Responsible for approving:	Department
Responsible for resources:	Department/Dean
Responsible for implementation:	Department
Timeline:	Dean of Humanities to report by the end of academic year 2024-25.

<b>Actions</b>	<b>Responsibility</b>	<b>Year One</b>	<b>Year Two</b>	<b>Year Three</b>
Action #1: Establish and implement a process for annually assessing infrastructure (space and technology) and material (consumables) priorities for DART creative research, teaching, and community engagement.	Chair, Production Manager	T	T	

\*On Target (T), Delayed (D), Complete (C), Complete and Ongoing (O)

Action #2: Establish and implement a process for annual submission of DART-specific infrastructure and material priorities, for consideration for support from the MIWSFPA Evergreen Fund, and incorporation into MIWSFPA fund-raising priorities.	Chair, MIWSFPA, Dean	T	T	
Action #3: Establish sustainable targets, agreement parameters, staff responsibilities, and guidelines for use of funds related to revenues from rental of DART facilities.	Chair, MIWSFPA, Dean	T	T	
Action #4: Establish and implement a sustainable process for regularly seeking external research, and research infrastructure, funding through programs that permit some resource-sharing among creative research projects and with teaching activities, and which prioritize student mentorship.	Department	T	T	
Action #5: Explore opportunities to share mutually-beneficial infrastructure resources with other MIWSFPA and Faculty of Humanities units.	Chair, Department	T	T	
Action #6: Explore opportunities to share production costs with community partner organizations contributing to Experiential Education (EE) and Work Integrated Learning (WIL) course delivery (i.e. professional theatre companies).	Chair, Production Manager	T	T	

### Comments 2025:

1. The Production Manager (PM) has conducted a preliminary, pilot audit. In Y2, staff and faculty responsibilities and formal tracking system will be established.
2. Pilot submission has been made to the MIWSFPA Associate Dean in April 2025.
3. DART rental agreements were updated and revenues increased from \$2550 in 2023-24 to \$6690 in 2024-25. In Y2, targets will be established and piloted, and rental agreements reviewed in relation to Performance Research Institute processes and agreements.
4. A CFI-IF/ORF-LIF (PI Roberts-Smith, total project budget \$3,566,380) was submitted in February and March 2025. If successful, new computing and AV equipment for research creation valued at approx. \$150,000 will be housed at DART. In Y2, a creative research funding mentorship program will be established. See also Recommendation #7.
5. A research infrastructure partnership with the Department of Digital Humanities (related to the CFI/IF proposal) was explored and deferred for reconsideration in future. In Y2, a request will be made to add the establishment of a process for prioritizing shared infrastructure needs to the MIWSFPA Leadership agenda.
6. Cost-sharing and production co-development processes were piloted with resident companies at DART Performance Research Institute (PRI) and in production planning for the Fall 2025 Mainstage production. In Y2, policies related to these processes will be drafted. See also Recommendation #7.

\*On Target (T), Delayed (D), Complete (C), Complete and Ongoing (O)

**Comments 2026:**

1. Staff responsibilities have been established, as part of staff job description review (see Recommendations #2 and #5). Formal tracking system has been piloted. In Y3, formal tracking system will be finalized.
2. Pilot submission to MIWSFPA AD was made in April 2025. In Y3, DART Chair will bring MIW-level process to MIW Leadership group as a retreat agenda item.
3. Y2 rental revenues reduced to \$5,000, with approximately \$2000 predicted in Y3, because of increased demand on DART spaces for departmental and MIW events. Staff responsibilities were clarified as part of job description review (see Recommendation #2). Rental revenue targets deferred to Y3, because new program development at undergraduate and graduate levels has made it difficult to predict program-related space demands.
4. Some crucial projection equipment was replaced with donor funds. Chair initiated conversation with Brock Development office about broader potential fundraising. Y2 CFI-IF application was not successful. Further action deferred to Y3 because of Development office staffing changes, and unexpected leaves reduced DART faculty capacity.
5. Adjustments to studio and office space use and allocation were made to accommodate the loss of FOPAC as a teaching space for MUSI and administrative restructuring. In Y3, DART Chair will bring MIW-level process to MIW Leadership group as a retreat agenda item.
6. Cost-sharing and production co-development processes for Mainstages were piloted in Fall 2025 Mainstage production. Preliminary policies have been drafted for Mainstage and DART PRI collaborations. In Y3, policies will be reviewed and ratified by the DART Departmental Committee.

**Recommendation #4: We recommend that DART explore ways to better access existing staff supports, including from the library, academic advising, and Instructional Technology.**

**ARC Disposition of the Recommendation**

ARC considers this recommendation to be accepted. The Committee encourages the Department to collaborate with the units mentioned by the Dean to better access staff supports.

**Implementation Plan (1<sup>st</sup> Priority)**

Responsible for approving:	Department
Responsible for resources:	Department/Dean
Responsible for implementation:	Department
Timeline:	Dean of Humanities to report by the end of academic year 2024-25.

Actions	Responsibility	Year One	Year Two	Year Three
Action #1: Contribute to MIWSFPA-level assessment of library needs, identification of available supports, and development of new supports.	Chair, MIWSFPA, Dean	T	T	
Action #2: Contribute to MIWSFPA-level assessment of student advising, identification of available supports, and development of new supports.	Chair, MIWSFPA, Dean	T	T	

\*On Target (T), Delayed (D), Complete (C), Complete and Ongoing (O)

Action #3: Contribute to MIWSFPA-level assessment of IT needs, identification of available supports, and development of new supports.	Chair, MIWSFPA, Dean	T	T	
Action #4: Contribute to MIWSFPA-level provision for a quiet room.	Chair, MIWSFPA, Dean	T	T	

### Comments 2025:

These services are managed at the level of the MIWSFPA rather than the Department.

The DART Student Experience Facilitator (SEF) is a formal portfolio for BUFA Service in DART, recognized with course release of 0.5 credits annually.

1. DART BUFA members contributed to the establishment of a library reserves system to deliver and manage reserve book loans on site at MIWSFPA.
2. The DART Chair consulted with MIWSFPA Associate Dean as a member of the MIW Leadership Committee on the needs for student supports.
3. DART Chair, SEF, faculty and staff actively contributed to reporting and resolving IT challenges.
4. DART re-initiated discussions about a quiet room at MIW; conversation is ongoing.

### Comments 2026:

1. Feedback from students indicates library reserves initiative has been successful. DART faculty reviewed and approved a new digital repository of plays. In Y3, focus will be on creating a prioritized list of acquisitions to support DART teaching.
2. In Y2, DART Chair continued to consult with MIWSFPA AD and MIW Leadership team. In Y3, emphasis will be on active participation in the review of academic advising responsibilities taking place across campus.
3. In Y2, IT and AV services became less reliable. DART Chair continued to consult with MIWSFPA AD and MIW Leadership team, and contribute to active advocacy for more consistent IT/AV staffing.
4. On target given other major space challenges (related to loss of the FOPAC) were being managed. In Y3, DART Chair will continue to work with MIW colleagues to establish a quiet room space.

**Recommendation #5: We encourage DART to continue, materially, its stated investment in Production staff as educators as part of the current curriculum redevelopment plan.**

### ARC Disposition of the Recommendation

ARC considers this recommendation to be accepted. The Committee believes the Department is best positioned to determine appropriate strategies to involve production staff as part of their curriculum redevelopment efforts; this may be pursued in conjunction with Recommendation #2.

<b>Implementation Plan (1<sup>st</sup> Priority)</b>	
Responsible for approving:	Department
Responsible for resources:	Department/Dean
Responsible for implementation:	Department
Timeline:	Dean of Humanities to report by the end of academic year 2024-25.

<b>Actions</b>	<b>Responsibility</b>	<b>Year One</b>	<b>Year Two</b>	<b>Year Three</b>
Action #1: Review Departmental Rules and Procedures, roles and responsibilities of production staff, and develop strategies for implementation of this recommendation.	Chair, Departmental Committee	T	T	
Action #2: Explore more explicit recognition of teaching responsibilities, requirements, and compensation for pedagogical training in IATSE unionized production staff's job descriptions.	Chair	T	T	
Action #3: Seek structured and sustainable opportunities for DART Production Staff to receive CPI training.	Chair	T	T	
Action #4: Schedule labs and courses that DART Production staff are eligible to teach to avoid conflicts with other contractual duties.	Chair	T	T	

### Comments 2025:

The "Student Experience Facilitator" is a faculty service portfolio in DART.

1. The Departmental Committee developed action items 2 and 3 during its August 2024 retreat.
2. DART Chair and Production Manager have outlined an action plan for implementation in Summer 2025.
3. DART Chair facilitated a CPI-led pedagogical workshop for all DART CUPE instructors, including DART production staff, and secured one-time funding for all participants. In Y2, DART will explore options for annual financial sustainability.
4. DART schedules its own course offerings at the Department level, like other MIWSFPA units. DART's "Student Experience Facilitator" is the faculty member who leads scheduling activities, and the Production Coordinator develops the annual course schedule.

### Comments 2026:

1. Review of Departmental Rules of Procedure continued. In Y3,
2. All DART production staff job descriptions were reviewed and updates noted, by DART Chair, PM, and individual staff, with IATSE union representation in attendance where appropriate. In Y3, job descriptions will be formally revised, to reflect these reviews and any other changes arising from university-wide review of specialized staff roles.
3. On target because of workload associated with job description reviews.
4. In addition to scheduling, a review of labs and courses staff are eligible to teach is was initiated. In Y3, courses in DART's design and production concentration curriculum will be formally revised based on findings.

\*On Target (T), Delayed (D), Complete (C), Complete and Ongoing (O)

**Recommendation #6: At this time of significant change and renewal, we recommend DART continue to build upon and ensure strong, clear communication pathways across student/staff/faculty lines, leveraging existing communication networks to ensure everyone is aware of emergent developments.**

**ARC Disposition of the Recommendation**

ARC considers this recommendation to be accepted and in the process of implementation. The Committee believes the Department is best positioned to determine appropriate strategies to continue developing effective communication pathways; this may be pursued in conjunction with Recommendation #2.

**Implementation Plan (1<sup>st</sup> Priority)**

Responsible for approving:	Department
Responsible for resources:	Department/Dean
Responsible for implementation:	Department
Timeline:	Dean of Humanities to report by the end of academic year 2024-25.

Actions	Responsibility	Year One	Year Two	Year Three
Action #1: Meet to discuss formal response and develop ongoing communication processes.	Chair, Departmental Committee	C	O	
Action #2: Articulate the Department's conflict resolution process in an Appendix to the Departmental Rules of Procedure.	Chair, Departmental Committee	T	T	
Action #3: Establish sustainable, direct lines of communication among students and staff/faculty.	Chair, Departmental Committee	T	O	

**Comments 2025:**

1. The Chair facilitated four special meetings in Summer 2024: with Production Staff, with Faculty, with DART Student Representatives, and with the Departmental Committee. This action led to actions 2 and 3.
2. The Department created a draft conflict resolution policy. This will be reviewed and finalized in Y2.
3. The Chair supported the development of a DART Student Council and established a town hall/discussion series with students called "Pizza with the Chair".

**Comments 2026:**

1. DART Chair facilitated three special meetings: August 2025 faculty/staff meeting to review the design of DART 1F40 (a foundational course in design and production); August 2025 meeting of part-time instructors (including staff) to introduce DART's Staging Better Futures/Mettre en scène de meilleurs avenir (SBF/MSMA) research questions related to part-time instruction, respond to questions (the focus was on assessment), and set discussion agenda for winter term; January 2026 meeting of to follow up.
2. Conflict resolution policy development was reviewed; further development was deferred to Y3 pending report from SBF/MSMA on conflict resolution.
3. Student council and Pizza with the Chair activities continued.

\*On Target (T), Delayed (D), Complete (C), Complete and Ongoing (O)

**Recommendation #7: We encourage DART to pursue the development of a Centre for Performance Research.**

**ARC Disposition of the Recommendation**

ARC considers this recommendation to be accepted for consideration. The Committee advises the Department to work with the Dean's office to explore the viability of establishing a Centre for Performance Research; this may be pursued in conjunction with Recommendation #2.

**Implementation Plan (1<sup>st</sup> Priority)**

Responsible for approving:	Department
Responsible for resources:	Department/Dean
Responsible for implementation:	Department/Dean
Timeline:	Dean of Humanities to report by the end of academic year 2024-25.

Actions	Responsibility	Year One	Year Two	Year Three
Action #1: Develop and implement mandate, participation guidelines, and application process for researchers and resident companies in the DART Performance Research Institute (PRI).	Chair, Departmental Committee	T	O	
Action #2: Develop course outline templates and a student application process for undergraduate courses associated with PRI research activities.	Chair	T	O	
Action #3: Develop a plan for sustainable administrative and financial support for the DART PRI.	Chair, Department	T	T	
Action #4: Establish branding for the DART PRI.	Chair, MIWSFPA	T	T	
Action #5: Propose the formalization of the PRI as a University Research Centre.	Chair, Departmental Committee	T	T	

**Comments 2025:**

1. Drafts of a mandate were developed and implemented. In Y2, these will be revised and finalized.
2. Drafts of course outline templates were developed and implemented. In Y2, these will be revised and finalized. Implications for UPC will be submitted in the Fall 2025 UPC process. The "Student Experience Facilitator" is a faculty service responsibility in DART.
3. DART PRI was sustained with existing administrative resources, and a successful cost-sharing model with resident professional theatre companies was developed. In Y2, options for increasing research financial administration support will be explored, and potential donors will be identified.
4. Promotional materials were generated within DART only. In Y2, we will work with MIWSFPA and Marketing and Communications to develop a PRI brand and associated materials. The "DART Strategic Communications Portfolio" is a faculty service responsibility in DART.
5. A formal proposal is anticipated in Y3 (26-27).

\*On Target (T), Delayed (D), Complete (C), Complete and Ongoing (O)

**Comments 2026:**

1. Drafts were revised and finalized; updates will be ongoing.
2. Drafts were revised and finalized; updates will be ongoing.
3. A new institutional collaboration was developed, with Theatre Aquarius in Hamilton. Further development was deferred to Y3 because of changes in Brock Development office, and major changes to Departmental financial administration structure because of university-wide restructuring.
4. On target because unexpected leaves led to reduced DART faculty capacity.
5. A formal proposal is anticipated in Y3 (26-27).

**Recommendation #8: We encourage DART to pursue a Doctor of Fine Arts Degree Program.**

**ARC Disposition of the Recommendation**

ARC considers this recommendation to be accepted for consideration. The Committee advises the Department to work with the Dean's office to explore the viability of establishing a Doctor of Fine Arts degree.

**Implementation Plan (1<sup>st</sup> Priority)**

Responsible for approving:	Department
Responsible for resources:	Department/Dean
Responsible for implementation:	Department/Dean
Timeline:	Dean of Humanities to report by the end of academic year 2024-25.

Actions	Responsibility	Year One	Year Two	Year Three
Action #1: Consult with the Deans of Humanities and Graduate Studies and Postdoctoral Affairs, and appropriate Associate Deans, about the viability and desirability of the DFA and the MA in Teaching Theatre to determine priorities.	Chair	D	C	
Action #2: Conduct market research to determine demand for the DFA and the MA.	Departmental Committee	D	T	
Action #3: Consult with Departments and Faculties who may be affected.	Chair, Departmental Committee	D	T	
Action #4: Develop draft program proposal(s) for review by the FoH and FGSPA Deans.	Departmental Committee	D	T	

**Comments 2025:**

Please note both the Dean's, and the Department's, response to this recommendation in the Final Assessment Report for further context. Implementation activities were postponed to Y2, to ensure the involvement of the Program Pathways Portfolio as well as the full participation of all DART faculty, with 2 of 7 on sabbatical in 24-25, and another 2 still in their first probationary terms. Both probationary faculty have now been renewed, and there are no sabbaticals planned for 25-26.

\*On Target (T), Delayed (D), Complete (C), Complete and Ongoing (O)

**Comments 2026:**

1. The Deans of Humanities and Graduate Studies were consulted; both supported the development of both the MA and the DFA. The DFA will be titled PhD to avoid confusion with professional doctorates. Faculty complement capacity remains a concern at the Department level.
2. Preliminary market research was conducted outside of the university, with the major Canadian association of drama teachers (Theatrical Arts Education Association). Identification of on-campus resources for market research is ongoing.
3. Consultations with on-campus units that may be affected is ongoing.
4. Draft Statements of Intent have been reviewed by the Faculty of Graduate Studies. In Y3 Statements of Intent will be circulated, and the next steps in program development will be pursued. If successful, first intake in both programs is anticipated in Fall 2028.
5. In addition to the MA and PhD, DART is developing a new concentration, minor, and international double degree (with the University of Portsmouth, UK) in Musical Theatre and Education, in collaboration with the Department of Music.