

## **Action Plan: 3D Animation for Games, Film & Visual Effects/CS Animation**

**Date Self-Study was submitted to AQA: November 2023**

**Date of External Review: December 7, 2022**

## INSTITUTIONAL RESPONSE

The Continuing Studies (CS) department supports the recommended action items and changes proposed to enhance the quality of the 3D Animation for Games, Film & Visual Effects 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. Furthermore, CS backs the update of the program's name to align with the program's learning outcomes.

To ensure the program's continued excellence, CS endorses the plan to update the curriculum based on insights gained from the curriculum map. 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 with subject matter experts (SMEs) to revise courses, introducing more technical courses, incorporating entry-level professional competencies, and integrating content related to Equity, Diversity, and Inclusion (EDI). CS also recognizes the importance of integrating Library Resources into the program, ensuring students have access to relevant and valuable resources for their studies.

Aligning with Langara's semester system, CS supports transitioning the program's curriculum from quarter semesters to tri-semesters per year. This transition and curriculum updates are anticipated to take three years to complete (see timeline attachment). CS fully supports the development of a transition plan that accommodates current students during the program's rollout and the addition of a third cohort of students. To enhance course delivery methods, CS endorses the review of the course delivery process, including the migration of course materials to Brightspace to enable centralized access to lectures and lessons.

CS emphasizes the importance of lifelong learning and commits to maintaining continuous engagement with program alumni. This includes the development of further professional development opportunities to support graduates in their upskilling journey. Recognizing the value of practical experience, CS also supports the inclusion of opportunities for work-integrated learning, which will provide students with industry connections and hands-on experience. Furthermore, CS acknowledges the potential to establish a network that facilitates mentorship connections between students and alumni.

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 CS has to develop an applied digital technology hub.

Regarding facility upgrades, CS supports several improvements at the 601 Broadway campus, such as relocating workstations from L9 to L4, converting the L4 Mac Lab into a meeting room, establishing a student flex room, and implementing fob access to the campus in collaboration with Langara's Facilities department. However, the implementation of these upgrades is contingent upon the availability of budgetary resources in each fiscal year.

In summary, CS fully supports the recommended action items and changes proposed for the 3D Animation for Games, Film & Visual Effects 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 enriched learning experiences and increased prospects for professional growth.

Signed



June 29, 2023

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Connie Chong, Dean, Continuing Studies

Signed



June 29, 2023

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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 curriculum map	Director, Program Coordinator, TCDC	February 15, 2023	September 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	July 2024	December 2024	
Decide on course delivery method.	Program Coordinator, TCDC	April 2024	May 2024	The best delivery method; either Brightspace or PebblePad, must be decided on to ensure students have access to legacy course materials.
Decide on project management software.	Director, Program Coordinator	November 2023	December 2023	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 #)
The program can strengthen its performance by undergoing a curriculum mapping process to better suit the program to the Langara trimester scheduling system.		4
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.	13	

***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: <ul style="list-style-type: none"><li>• Choosing project management tools.</li><li>• Mapping the curriculum and updating course materials.</li><li>• Creating a transition plan before implementing the new curriculum.</li><li>• Risk Management (to adjust the current institutional agreement for LMS control)</li></ul>

## 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 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	Students require a source of premade instructional materials to aid them in skill development outside of the classroom.
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	

*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 curriculum should be evaluated and adjusted to better fit Langara's trimester system. The curriculum supplied by CATO follows a quarter system and the adjustments employed to make the curriculum compatible are awkward and ill-fitted.	8	
The amount of Gaming and Visual Effects material covered in the curriculum is low compared to similar programs in the sector. Having both featured in the program's name but not featuring training for common career paths in Games and Visual Effects leads to some applicants turning to other schools for their	9	

Recommendation	Self-Study (specify page #)	External Review (specify page #)
education. It is strongly suggested that the name of the program should be revised to better reflect the actual learning outcomes of the program.		
Instructors are recommending a formal split between animation and modelling specializations in the 3D Animation program. They are currently being taught simultaneously for the entire length of the program including program-end studio classes. This complicates evaluation and grading as students will have chosen one or the other to specialize in. The one not chosen will ultimately have a large negative impact on their grade unless weighting is adjusted on a per-person basis.	13	
The program can strengthen its performance by evaluating the number of Professional Development classes offered throughout the program.		4
Course material must be vetted to ensure all culturally insensitive material is replaced.	14	
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	
The program can strengthen its performance by introducing animation Maya sooner and giving the students more emphasis on animation classes and labs if the, "3D Animation" is to remain the focus of the program name.		5
Instructors recommend that all classes unrelated to a specialization be removed once students decide on a specialization.	13	
The program can strengthen its performance by having more technical courses such as Layout/Previs, Rigging, and Python than multiple drawing classes as they will be more beneficial to 3D disciplines.		5
A significant decrease in the number of Professional Development classes in favor of more practical, technical classes would help alleviate student complaints and allow more time for skill development. There is a section of Professional Development for every term of the program, totaling in 4 classes for the duration of the program. Reducing this to 2 sessions for the program immediately opens more space for student learning.	13	
There are currently no courses that cover any useful and necessary skills like Rigging, Look Development, Cloth and Hair Simulation, Particle Simulation	14	
Work Integrated Learning must be rolled into the program.	14	



Recommendation	Self-Study (specify page #)	External Review (specify page #)
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	
Also review the curriculum to ensure that students are being taught more skills relevant to entry level positions in the industry. Industry is currently filling in these gaps but ensuring they won’t have to will give our students an advantage.	20	
The program can strengthen its performance by developing other relationship with Langara campus resources like the Makerspace.		5
The program can benefit a lot from better integration of library resources with the course materials. Access to the online media library, industry periodicals, tutorial websites and others can help our student body.	26	
Fully moving the course material our instructors have developed over to Brightspace will ensure that all the information and resources are centralized on Langara’s network.	26	
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	

***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
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. i.e. A license for Gnomon online tutorials.
- 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 #)
A PAC review that is organized without the oversight of the licensing party must be completed. The PAC should address the issues with the material for each course, the software employed and the overall resulting student body of work.	8	

***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

**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 subsequently 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 microcredential materials for graduates and industry	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 microcredential 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 #)
The program is commended for its program leadership team. It can further strengthen its performance by creating a mean to track and engage alumni and monitor student success into the field of animation.		5

***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 <ul style="list-style-type: none"><li>• Alumni list with current contact information</li><li>• Alumni engagement initiatives</li></ul> Director, Dean, AVPE, TCDC, EdCo, JCC, CRC <ul style="list-style-type: none"><li>• Micro-credential course development</li><li>• Manager Records Management and Privacy (for Alumni contact constraints)Micro credential course development</li></ul>

## 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	
Move workstations in L9 to larger room in L4	Program Coordinator, IT	May 2023	October 2023	This will increase the amount of space between workstations and reduce the amount of damage cables receive due to lack of sufficient space. The estimate to upgrade the electrical capacity of L4-002 is \$8,242.50.
Convert the L4 Mac Lab into a meeting room	Program Coordinator, IT, Facilities, Director	April 2023	October 2023	L4-002 is currently being used for team meetings and will need a replacement if being 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. <b>NOTE:</b> Timeline needs to be confirmed with Facilities.
Establish a student flex room	Program Coordinator, IT, Facilities	February 2023 <sup>2</sup>	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 #)
The program can strengthen its performance by addressing the lack of cable management system in rooms where faculty and students are learning and using multiple devices.		6

***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)
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: IT, Facilities, Purchasing: <ul style="list-style-type: none"><li>• Increased electrical capacity of two classrooms in L4 to accommodate the (1) computer lab relocation (2) 2D Classical drawing / lightboxes relocation</li><li>• Additional computer hardware (if necessary)</li><li>• Additional furniture: Desks for the hardware move from L9 to L4</li><li>• Check electrical capacity of rooms.</li><li>• Additional monitor for flex room.</li><li>• Safety measures to secure hardware in the flex room</li><li>• Movers to move the Drawing Room and Mac lab.</li></ul>

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