

Final Assessment Report for the 2021-2022 Cyclical Program Review of the Undergraduate History and Ancient Studies Programs

INTRODUCTION

In accordance with Laurier's Institutional Quality Assurance Procedures ([Policy 2.1](#)), this Final Assessment Report provides a summary of the review process for the undergraduate Ancient Studies and History Programs at both the Brantford and Waterloo campuses, prepared by the Quality Assurance Office, along with an identification of strengths of the program(s) under review authored by the Vice Dean of the Faculty of Arts and the Dean of Liberal Arts. All recommendations made by the external review committee in their report are listed, followed by a summary of the units' response, and the relevant decanal responses. Recommendations prioritized are listed in the Implementation Plan, with those not being prioritized for implementation noted as well.

The Final Assessment Report is reviewed and approved by the Vice-Provost: Teaching and Learning and the Provost and Vice-President: Academic. Following completion of the Final Assessment Report, it is approved by the Program Review Sub-Committee and Senate Academic Planning Committee. Approval dates are listed at the end of this report. Final Assessment Reports are submitted to Senate as part of an annual report on cyclical reviews, and to the Ontario Universities Council on Quality Assurance for information. Final Assessment Reports and Implementation Reports are posted on the public-facing page of the [Quality Assurance Office](#) website.

The Implementation Plan for the recommendations prioritized in the Final Assessment Report can be found at the end of this report. Units will submit their first Implementation Report two years following approval of the Final Assessment Report at Senate. The Implementation Report will include comments from the unit on actions taken toward the completion of recommendations, comments from the relevant Dean(s) related to the progress made, and comments from the Program Review Sub-Committee, which is responsible for approving the Implementation Report and deciding if further reports are required. The Senate Academic Planning Committee will also approve the Implementation Report.

SUMMARY OF REVIEW PROCESS

The multi-campus History cyclical review included undergraduate programs in Ancient Studies (Waterloo) and History (Brantford and Waterloo). The graduate programs in History were reviewed separately as part of a Tri-U History cyclical program review involving joint programs with the University of Guelph and University of Waterloo. The undergraduate History programs were last reviewed in 2013-2014, and the Ancient Studies program had been last reviewed in 2015-2016, prior to its administrative merger with the Department of History.

The Self-Study was authored by Dr. Christina Han, Brantford History Program Coordinator, Dr. Darren Mulloy, outgoing Chair of the Department of History, and Dr. David Smith, current Chair of the Department of History,

with opportunities for input from faculty in the programs at both campuses. In addition to the Self-Study (Volume I), the unit also submitted a copy of faculty curricula vita (Volume II), a volume of course syllabi, and a list of proposed external reviewers (Volume III). A draft of the Self-Study was reviewed by the Quality Assurance Office, the Dean of the Faculty of Arts and Interim Dean of the Faculty of Liberal Arts prior to submission of the final version.

Following Laurier's IQAP, the external review committee for the review consisted of two external reviewers from outside the university, and one internal reviewer from Laurier but outside of the unit. The review committee was selected by the Program Review Sub-Committee on October 20, 2021, and a virtual external review was scheduled by the Quality Assurance Office for the week of January 17-21, 2022.

The review committee consisted of **Dr. Patricia Goff** from the Department of Political Science at Wilfrid Laurier, **Dr. Sean Cadigan** from the Department of History at Memorial University, and **Dr. Nicolas Terpstra** from the Department of History at the University of Toronto. During the virtual external review, the review committee met with the following individuals and groups:

- Dr. Mary Wilson, Vice-Provost: Teaching and Learning
- Dr. Sofie Lachapelle, Dean of the Faculty of Arts, and Dr. Ken Werbin, Interim Dean of the Faculty of Liberal Arts
- Dr. Christina Han, Brantford History Program Coordinator, and Dr. David Smith, Chair of the Department of History (opening and closing meetings)
- Ms. Heather Vogel, Senior Administrative Assistant
- Ms. Nicole Morgan, Academic Program Assistant
- Ancient Studies undergraduate students
- Brantford History undergraduate students
- Waterloo History undergraduate students
- Full-time Faculty representatives from the Ancient Studies program
- Full-time Faculty and Contract Teaching Faculty representatives from the Brantford History Program
- Full-time Faculty representatives from the Department of History
- Ms. Charlotte Innerd and Mr. Matt Thomas, Heads of Collections and Acquisitions, and Mr. Greg Sennema, History Liaison Librarian
- Ms. Sally Heath, Manager: Academic Program Development and Review and Ms. Jessica Blondin, Executive Assistant

The review committee submitted their completed report on February 17, 2022. The executive summary from the report is provided below.

External Reviewers' Report Executive Summary

The External Review Panel for the review of the undergraduate History and Ancient Studies Programs at Wilfrid Laurier University met with Faculty, students, and staff during the week of January 17-21, 2022. Prior to these meetings, the panel had reviewed a self-study and related documents submitted by History from Waterloo and Brantford campuses, and we were provided with additional documentation by John Fraser, AVP Integrated Planning and Budgeting.

Overall, we find a dedicated faculty committed to delivering strong programs based on experiential learning and high-impact teaching. We note the success of the History and Ancient Studies programs in maintaining stable overall course registrations at a time when such numbers have been declining in programs elsewhere throughout Canada. The panel supports the faculty commitment to expanding experiential learning in areas such as digital learning and public history, and to focusing strategically on Indigeneity, social justice, and diversity and inclusion.

The panel heard clearly that the History units at both campuses are concerned that a new RCM budget model and possible attrition through impending retirements will impair their ability to deliver high quality programming. The panel recommends that the University adjust the RCM model to better reflect student choices of Minors and Double Majors, in order to support creative program combinations along the lines of STEAM that students are already pursuing, and ensure that departments and programs have the incentive and resources to offer what these students are seeking. History, Waterloo and History, Brantford should move immediately to establish a strategic planning process focused on faculty complement planning. Such complement planning will require clear input from the deans responsible for the programs about the goals both History units need to attain in order to retain complement. We also recommend that both units, in consultation with their Deans and Faculties, take this opportunity to decide first whether to pursue closer relations or greater separation. As the first step in a strategic planning process, Waterloo and Brantford History should weigh the advantages of either some form of merger which would see increased faculty and curricular collaboration, or a clearer differentiation between the two which might see History, Brantford merge with other programs of the Faculty of Liberal Arts into a broader History and Cultural Studies department on that campus. Whether they integrate or not, both units must review and streamline their calendar offerings to ensure what will likely be available and to make clear the teaching tracks that History, Waterloo has identified: Peace and War; Social issues and Globalization; Culture: Art and Society; and Politics, Power and Law.

The panel did not feel that it had enough information to endorse fully the plans to expand micro-credentials based on course offerings from the undergraduate History and Ancient Studies Programs. We recommend that such plans require further consultation with the deans and other offices of the university. The panel recommends that, subject to clarification on the impact of the RCM budget model and resource allocation to the units, that History at both campuses focus on expanding Majors. Feedback from students suggests that such expansion will depend on greater promotion of the vocational opportunities to be realized by studying History or Ancient Studies. Students very positively endorsed the current efforts on their behalf by faculty at both campuses but would welcome the opportunity to hear more from their instructors about how their studies will meet their vocational aspirations. The panel feels that History, Waterloo and History, Brantford's emphasis on experiential learning provides ample opportunity to promote student awareness of the vocation opportunities in studying History and Ancient Studies. We recommend that both units consider expanding programs of externally funded research that prioritize student involvement and development in support of high-impact experiential learning.

We suggest that, at least in Canadian history, the new Laurier Centre for the Study of Canada's resources should be used as leverage in the expansion of externally funded research.

The panel notes that both units are supported by a small number of hard-working and enthusiastic staff, but we are concerned that their small number leaves both units vulnerable to disruption.

RECOMMENDATIONS AND RESPONSES

The External Reviewers' Report included 33 recommendations, organized by the corresponding sections of the self-study. All recommendations have been listed verbatim below, followed by a summary of the units' response, and the decanal responses.

Objectives

Recommendation #1: That History, Waterloo and History, Brantford determine in consultation with their respective Deans whether they wish to maintain the current model of two linked History Programs on two campuses.

Unit Response: The Waterloo department welcomes consultation with Brantford about the current model of two linked History programs on two campuses.

The Brantford Program will assess the viability of the current model of two linked programs. Our future direction will be affected by the larger changes in the Faculty of Liberal Arts (FLA). We will explore the possibilities of clustering with other programs in Brantford while at the same time maintaining close ties with the department in Waterloo. We will actively participate in the ongoing discussion on the restructuring of FLA with our dean and look for creative and flexible ways to ensure the growth and sustainability of the Brantford History program.

Vice Dean of the Faculty of Arts: The Dean of Arts supports the proposed consultation as part of a larger conversation about how Arts and FLA can work together to strengthen the university given its commitment to a multicampus model.

Dean of the Faculty of Liberal Arts: We agree that the proposed consultation is timely. A meeting between the Deans has been scheduled to discuss cross-campus governance issues involving both History and English, and the programme leaders are being consulted.

Recommendation #2: That WLU re-examine its RCM budget model in order to determine whether it adequately recognizes Minors and Double Majors when calculating Faculty of Arts registration budget allotments, and make amendments if necessary.

Unit Response: We invite greater clarity about enrolment targets, and the weighting of certificates, minors and options in resource allocation from the deans. These will provide benchmarks and goals for the department to

pursue. The implementation of this recommendation, however, is outside the authority of the Department of History and History Program.

Vice Dean of the Faculty of Arts: As strategic planning commences in the 2022-23 academic year the Dean of Arts will seek clarity as to the relative weight applied to Minors and Double Majors and make this clear to all departments.

Dean of the Faculty of Liberal Arts: Although the RCM budget model is institutional-wide and beyond Faculty control, I concur with the Dean of Arts that more clarity is needed and the Faculty of Liberal Arts will be advocating for strong recognition of service teaching in the financial model to facilitate cross campus collaborations and partnerships.

Recommendation #3: That History, Waterloo and History, Brantford develop an ongoing strategic planning process that makes the case for future complement planning and program development.

Unit Response: Waterloo's strategic planning process is already underway and was approved by its DIC in winter 2021-22. We have now begun to implement curriculum changes, enter into discussions with existing and potential program partners, and restructure our current course pathways and offerings, and will continue to co-ordinate with Brantford.

Brantford History has not been part of Waterloo's strategic planning process. However, we will continue to work with the Department in Waterloo for future planning and development of the program, including but not limited to curricular innovations, certificate program development, co-op and Community Service-Learning.

Vice Dean of the Faculty of Arts: Given the financial constraints within which the University and Faculty are operating, strategic planning at the departmental level is essential to ensure that faculty and staff resources are adequate to support research and teaching priorities within each department.

Dean of the Faculty of Liberal Arts: The Faculty of Liberal Arts is actively evaluating and exploring ways to ensure the continuous success of its programs, including discussions about clustering/departmentalisation, and reallocating resources to improve admission and retention.

Recommendation #4: That, should the programs' apprehension about shifting enrolment objectives prove correct, they focus on strategies to improve recruitment of majors from their strong registration base in junior-level courses.

Unit Response: Waterloo will intensify its recruitment process for junior level students and is sending targeted emails to students encouraging them to continue in the major. We are also seeking more meaningful data on why students leave our major. To that end, the department is organizing surveys and focus groups in the fall to provide feedback on the student experience.

Brantford History will continue to seek creative ways to improve recruitment of majors from junior level courses. We have been reaching out to strong non-major students to consider History major or minor. We know we have gained some new majors this way, but we can do better by highlighting career options, professional training opportunities offered by History Brantford, especially our Public History Minor/Specialization to junior level students.

Vice Dean of the Faculty of Arts: The Dean of Arts supports all efforts to help students choose and remain in majors, as clearly they do best when tied closely to a department from which they derive a range of benefits and support. Understanding how best the Department can retain current majors and recruit new ones is critical to its health in the coming years.

Dean of the Faculty of Liberal Arts: We welcome these continuous efforts in boosting the recruitment of majors, which is a high priority in the Faculty. History is also looking into developing internships and coops, which will be very helpful in student recruitment.

Recommendation #5: That, should the recruitment of more majors become an important objective, the programs consider ways to increase the availability of seats in 400-level courses without sacrificing their “high-impact seminar experience.”

Unit Response: Each course build cycle, Waterloo carefully assesses the numbers of spaces available in fourth-year seminars against the incoming senior class (also allowing for the need each year for an Ancient Studies seminar to run). Since the department has previously had higher numbers of majors and accommodated them within the existing seminar structure, we are confident that we would be able to maintain a “high-impact seminar experience” even when majors rise. The department is also considering a range of other options to provide us with flexibility, including a less research-intensive stream of fourth-year courses. This year we also implemented prioritization of student enrollment into seminars. For example, we reserved spaces in the Ancient Studies seminar specifically for those majors.

This can be easily done for Brantford History. In the past, we have offered some exceptions to non-major students who have demonstrated strong interest and ability. As our 400-level courses have been small, we are willing to open the courses to non-majors. This will not sacrifice “high-impact seminar experience” in Brantford although providing support to non-majors could lead to increased workload for faculty. We will need to determine, together with the Department, what the threshold should be. We will also explore the option of offering less research-intensive fourth-year courses.

Vice Dean of the Faculty of Arts: The Fourth Year experience is very important for students and the Department is to be commended for its careful design of seminar courses to ensure student growth and learning in their final year. The Dean supports further exploration about how best to do this given that new cohorts of students may have weaker skill sets, and certainly discussions about a less research-intensive stream are worth pursuing in the context of larger conversations about retention across the Faculty.

Dean of the Faculty of Liberal Arts: Offering less research-intensive fourth-year courses is a good idea and could allow non-majors to take our senior level courses without overburdening the faculty. The Faculty is grateful to the program's efforts in maintaining an exceptional student experience while balancing resource efficiency.

Recommendation #6: That History, Waterloo and History, Brantford develop clear mission statements for their units and programs that foreground their unique purposes in areas such as diversity, inclusion and Indigenization and their commitment to the broad vocational needs of students. Such statements should emphasize the comparative advantages in studying History and Ancient Studies at WLU to recruit more majors and sustain current strong overall registration numbers.

Unit Response: Waterloo agrees with the need for a mission statement for the program and the newly formed EDI subcommittee had already discussed this possibility. Our DIC will consider the process for creating a mission statement and outline the parameters in the fall for referral to a subcommittee. We have also highlighted the comparative advantages of History on our websites.

Brantford History will develop a clear mission statement that highlights its commitment to diversity, inclusion, and Indigenization and to students' vocational needs. We have been working closely with immigrant communities of Brantford and the people of Six Nations. We will develop our unique mission statement that reflects our faculty members' commitment and research expertise.

Vice Dean of the Faculty of Arts: A strong mission statement will be a significant outcome of the strategic planning focus and it will enable students to understand why majoring in History and Ancient Studies has value.

Dean of the Faculty of Liberal Arts: The Faculty of Liberal Arts agrees that a mission statement will be helpful in positioning our History program, especially in relation to diversity, inclusion and indigenization. It gives us an opportunity to articulate what we do well.

Recommendation #7: That the Laurier Centre for the Study of Canada (LCSC) be more fully engaged as a focus for Experiential Learning and Research Specialization for both campuses.

Unit Response: The Department would be pleased to engage with the LCSC and discuss partnerships focused on experiential learning. The Department will reach out to the LCSC during the 2022-2023 academic year to initiate these discussions.

The History Program will also engage with the LCSC and explore the possibility of developing experiential learning and research specialization in Brantford. We will reach out to the LCSC during the coming academic year.

Vice Dean of the Faculty of Arts: The Dean fully supports the LCSC and will continue to work with it as it develops experiential learning opportunities for students, especially those related to research.

Dean of the Faculty of Liberal Arts: The Faculty of Liberal Arts welcomes further collaboration with the LCSC and looks forward to supporting the History program in developing experiential learning and research specialization.

Admission Requirements

Recommendation #8: That all programs maintain their current admission requirements, but that they develop a flexible approach that ensures they may recruit targeted groups for EDI and internationalization purposes.

Unit Response: Waterloo will follow-up with Admissions where appropriate to discuss Admission requirements and diversity considerations for the incoming class for first-year students. We are also exploring how the department appears to applicants through its public facing websites and promotional literature, and how we can distinguish ourselves through such offerings as the BA+MA track and Sussex Law to recruit an academically ambitious class.

With new and detailed applicant and student data, Brantford Program will identify targeted areas and groups for recruitment. We will focus on promoting our program to students in Brantford-Hamilton vicinities and rural Southern Ontario communities, areas where we have had most success to date. We will also actively promote our program to international students enrolled in NAVITAS on the Brantford campus.

Vice Dean of the Faculty of Arts: Admission requirements are largely set at the decanal level and the Dean supports new discussions this year about how best to recruit for EDI targeted groups while ensuring that students are adequately prepare for their studies and supported for effective learning throughout their time at Laurier.

Dean of the Faculty of Liberal Arts: The Faculty of Liberal Arts is open to discussing EDI and internationalization considerations in admission with program leaders. We also commend the program's commitment to identifying targeted recruitment.

Curriculum

Recommendation #9: That History, Waterloo and Ancient Studies intensify their commitment to digital humanities.

Unit Response: The enhancing of the digital humanities option is a key goal of the department's planning for the next year. We intend to redesign the core courses in the option pathway and explore how digital humanities coursework and experiential opportunities can be further integrated into the curriculum.

Vice Dean of the Faculty of Arts: The Dean looks forward to understanding how best we can support further development of this field.

Recommendation #10: That History, Waterloo, Ancient Studies, and History, Brantford more explicitly promote the vocational opportunities of their disciplines in junior level courses.

Unit Response: Waterloo is energetically restructuring the curriculum to highlight vocational opportunities more explicitly for our majors. We will continue to organize career events and ensure that our courses integrate the skill scaffolding described in the cyclical review. The DIC voted this past year to submit a curriculum change proposal to offer a Sussex stream within the program and we will also leverage our expertise in digital humanities to develop new experiential learning opportunities that prepare graduates for work in jobs requiring technological skills. The department has also begun to explore credentialling as a means to develop and certify expertise in specific skillsets and renewing our public history offering.

Brantford will also continue to promote vocational opportunities in junior level courses. We will continue to offer career and graduate school workshops. We will incorporate more Community Service-Learning components to our Public History courses and work with local heritage organizations to develop new experiential learning opportunities.

Vice Dean of the Faculty of Arts: The Department has taken significant steps in the right direction this past year, and the Dean welcomes input as we examine how best to support experiential learning, micro-credentials and vocational training across the Faculty while maintaining academic rigour and the value of the degrees awarded through each Major.

Dean of the Faculty of Liberal Arts: As mentioned above, the program in Brantford is looking into enhancing experiential learning, internships and coop opportunities. We understand that these opportunities are valuable to students and help them imagine their future career.

Recommendation #11: That History, Waterloo review and reduce its course catalogue to what may be practically offered on a regular basis.

Unit Response: A housekeeping list has been created to reduce the number of courses that we offer in Waterloo. However, since the catalogue includes courses offered on both campuses, History will still have a lengthy list.

Vice Dean of the Faculty of Arts: It is important to ensure course listings are up to date so as not to mislead students about the possible areas of study. I support the department in undertaking a review of its course catalogue.

Recommendation #12: That the programs(s) clarify how the four tracks align with courses in the curriculum and provide a framework for the program.

Unit Response: Waterloo has struck a committee this summer that will begin to reconsider the course tracks and their connection with the curriculum. It is likely that any new or revised tracks will more closely align with post-graduation pathways and new curricular innovations in both programs.

Vice Dean of the Faculty of Arts: As part of Strategic Planning, a review of the four tracks makes complete sense.

Dean of the Faculty of Liberal Arts: The Faculty of Liberal Arts is in support of the idea of clearly aligning courses with the four tracks.

Recommendation #13: That each of the thematic Minors have a designated 100-level course offered annually, with a focus on recruitment.

Unit Response: The department will review thematic minors this year to evaluate whether they are still relevant and to restructure their pathways.

Currently, Brantford's Public History Minor does not have its own 100-level course but has used other 100-level courses for requirement. Given the current status of Public History Minor, it will not be feasible to develop a new 100-level course at this time.

Vice Dean of the Faculty of Arts: The Dean supports examination of this possibility in conjunction with maintaining adequate programing related to Majors.

Dean of the Faculty of Liberal Arts: The Faculty understands and is sympathetic towards the resource constraints of the program. We hope that with our upcoming partnership with education, we may be in a better position to offer a 100-level course that corresponds to the public history minor in the future.

Recommendation #14: That History, Waterloo and History, Brantford explore whether there is student demand and curricular room for micro-credentials and engage with their deans about the logistical and resource implications.

Unit Response: Waterloo has already begun exploring micro-credentials/certificates and we are considering transitioning our online course offerings to those that also fulfill certificate or micro-credential requirements.

The Brantford Program will also work towards developing micro-credentials in Public History. We will work with our incoming dean to develop viable micro-credentials in Public History that will be open to students in both Brantford and Waterloo campuses and beyond. We will explore a hybrid model of course delivery and will discuss logistical and resource implications with our dean but also with the Department in Waterloo.

Vice Dean of the Faculty of Arts: We support this exploration in all Departments across the Faculty.

Dean of the Faculty of Liberal Arts: The Faculty of Liberal Arts encourages the History program to develop micro-credentials in public history.

Recommendation #15: That History, Brantford work with History, Waterloo on the development of more web-based course offerings that would be accessible to students at both campuses.

Unit Response: We will explore the development more web-based (online) course offerings, resources permitting.

The Brantford History Program is interested in developing web-based courses that would be accessible to students at both campuses. However, we would first need to clarify the ownership of these new online courses and which faculty would cover the cost of development.

Vice Dean of the Faculty of Arts: Online courses make sense in certain circumstances, and should certainly be part of the conversation as the Waterloo and Brantford units consider the nature of their relationship in the future. Ownership of online courses does matter in the RCM context, and as the two Faculties discuss how best to support each other, online courses must be discussed.

Dean of the Faculty of Liberal Arts: The Faculty of Liberal Arts is supportive of more multi-campus course offerings, though the Faculties need to work out a clear financial model in how we share these online courses.

Recommendation #16: That the two History programs consider the comparative advantages to both in strengthening the Public History option as a unique, professional development experience to majors and minors from both campuses.

Unit Response: A Public History option is a possibility. Waterloo would need to evaluate how the program might work and the resource implications, especially since public history tends to be resource intensive.

The Brantford Program is keenly interested in strengthening its Public History program to majors and minors on both campuses. We believe a successful hybrid delivery of Public History courses will provide invaluable professional development experience to students.

Vice Dean of the Faculty of Arts: The Dean supports conversations about a Public History option if the Department feels that there is a good reason for it to be a priority.

Dean of the Faculty of Liberal Arts: The Faculty of Liberal Arts encourages the program to explore how we could offer a Public History option across our campuses.

Recommendation #17: That new courses designed to foster curricular innovation and cross-program and campus collaboration be supported by a flexible approach to registration thresholds in the first three times they are offered.

Unit Response: We would welcome the deans supporting experimentation in this way, but this is a decision that is not within the control of the Department or Program.

Vice Dean of the Faculty of Arts: The Dean is sensitive to the fact that registration thresholds are challenging for departments, especially in subject areas that students may not find particularly appealing for whatever

reason. The Dean anticipates further discussion across the Faculty about how to support curricular innovation and faculty specialization while at the same time ensuring a responsible approach to enrolment.

Dean of the Faculty of Liberal Arts: Faculties are under pressure to reduce the number of low-enrolment courses under the current financial climate, but the Faculty of Liberal Arts is willing to support program-specific efforts in curriculum innovation on a case-by-case basis.

Assessment Methodologies

Recommendation #18: Consider incorporating a wider variety of assessment tools in conjunction with new program offerings and clarify on the website how these are applied both in courses and in the Major and Minor programs.

Unit Response: The Waterloo DIC will invite instructors to present briefly at each meeting to share their experience of new assignments and assessment tools that they have developed.

The Brantford History courses have developed a wide range of assessment tools during the review period covered in this report. These include creative assignments, such as curatorial projects, creative writing, game design, video assignment, podcasts, etc. We will update the course descriptions on our website to showcase these creative assignments and clearly indicate the courses that include these assessment tools.

Vice Dean of the Faculty of Arts: As the focus on “work readiness” becomes more pronounced, it is worth exploring which assessment tools best demonstrate the learning that has taken place in a program and how best to achieve that learning.

Dean of the Faculty of Liberal Arts: The Faculty of Liberal Arts commends our teachers’ efforts in developing a wide range of assessment tools which cater to the diverse learning needs of our students.

Use of Existing Resources

Recommendation #19: That History, Waterloo and History, Brantford explore with their Deans ways in which additional administrative support may be provided to the Senior Administrative Assistant responsible for their programs.

Unit Response: We strongly agree about the importance of this recommendation. Additional administrative support would be welcome.

In Brantford, we will explore with our dean ways to provide additional administrative support to our Program Administrative Assistant. We will continue to advocate for equitable workload for our administrator.

Vice Dean of the Faculty of Arts: The Dean and the SAO recognize the importance of the work undertaken by Administrative Assistants and the challenges that they face at a time of resource scarcity. We continue to be in dialogue with Chairs about how best to support the administrative needs of each Department.

Dean of the Faculty of Liberal Arts: The Faculty of Liberal Arts recognises the need to provide strong administrative support to programs and we will discuss with program coordinators about their program-specific needs.

Recommendation #20: That faculty renewal and recruitment focus on supporting comparative advantage in student skill development and experience in high-impact experiential learning.

Unit Response: The department's recruitment focus is determined in relationship to its comparative advantage in contextual study, research and analysis. We will also highlight our expertise in EDI, experiential learning and the digital humanities to attract students.

Faculty renewal is of utmost importance for the Brantford History Program. We will seek to hire new faculty members who can advance high-impact experiential learning that we have been actively developing over the years.

Vice Dean of the Faculty of Arts: Understanding what draws students to any one Department is difficult, but the more we can do to enable students to see the benefits of studying in a particular major the better. That includes both intellectual growth and development of relevant skills.

Dean of the Faculty of Liberal Arts: Facilitating high-impact experiential learning is a priority in the Faculty of Liberal Arts. We are working with program leaders to support them in developing these learning opportunities.

Recommendation #21: That the Laurier Centre for Canadian Studies (LSCS) demonstrate more clearly its move beyond military history and develop initiatives which bring together research, teaching, experiential learning, and public engagement in a broader number of areas represented in the current faculty complement.

Unit Response: We believe that this recommendation is already underway. The LCSC is developing a wide-ranging research program and has engaged History faculty.

The Brantford faculty has expertise in Canadian women, children, and gender history, labour history, and immigration history. We will seek ways to work with the LSCS to develop initiatives that would integrate research, teaching, experiential learning, and public engagement.

Vice Dean of the Faculty of Arts: The Dean sees that this transformation is well under way and we support it wholeheartedly.

Dean of the Faculty of Liberal Arts: The Faculty of Liberal Arts welcomes this development.

Recommendation #22: That History, Waterloo and History Brantford review their websites to improve access and better describe the program options for study either directly in History or in association with other programs.

Unit Response: We agree with this recommendation. Waterloo is reviewing and redesigning its website to improve access, promote faculty research, and to identify our comparative advantages to potential applicants and students.

The Brantford Program also agrees with this recommendation and will review its website to improve access and provide better description of the program and requirements.

Vice Dean of the Faculty of Arts: As part of the strategic planning process, and in an effort to provide accurate information to current and future students, this website review is an important recommendation to pursue.

Dean of the Faculty of Liberal Arts: The Faculty of Liberal Arts has started looking into this matter recently, but found that there are wider institutional restrictions as to what we could put on our website. We will continue to work with central administration to improve our web presence.

Recommendation #23: That the university invest in classroom technology that allows more robust interactive communication in bi-campus classes than current Zoom platforms allow, and that Waterloo and Brantford History concentrate their use of these spaces on classes in the Public History, Indigenous studies, and Digital Humanities stream.

Unit Response: Implementing this recommendation is not within the purview of the Department or Program, but we agree with its value. The university is investing extensively in classroom technology that could be used to connect teaching Waterloo and Brantford synchronously. As above in #15, Waterloo is willing to consider more cross-campus teaching opportunities.

This is an excellent suggestion. We hope to offer bi-campus classes using more interactive communication tools to offer our Public History courses to students in Waterloo and to allow our students access to Waterloo's Digital Humanities courses.

Vice Dean of the Faculty of Arts: The University is constantly reviewing and upgrading technology albeit within the current financial constraints. Once the discussion about the future relationship between the units on the Waterloo and Brantford campuses has been concluded, it will be important to discuss whether current classroom technology supports the vision for teaching in the coming years.

Dean of the Faculty of Liberal Arts: The Faculty of Liberal Arts agrees that investment in communication technologies is critical to furthering our multi-campus development and looking forward to working closely with the University on this matter.

Recommendation #24: That the WLU Library continue to enhance digital collections and online access to its resources in support of undergraduate programs at both campuses.

Unit Response: Similar to Recommendation #23, implementing this recommendation is not within the authority of the Department or Program, but we will share it with the Library. We encourage the WLU Library to continue

to expand its digital collections and online resources in support of our programs on both campuses. However, we also request that the Library continue to purchase hard copies of key books in fields where the faculty have expertise.

Vice Dean of the Faculty of Arts: The Dean supports advocating that the Library have adequate digital resources to support undergraduate and graduate programs at both campuses.

Dean of the Faculty of Liberal Arts: The Faculty of Liberal Arts welcomes this suggestion.

Recommendation #25: That History, Waterloo and History, Brantford engage with ICT about the requirements for more online and digital undergraduate programming that will expand and integrate opportunities for undergraduate student enrolment at both campuses.

Unit Response: As above #15, if a pathway for closer teaching integration can be found between both campuses, we will explore resources with ICT.

Vice Dean of the Faculty of Arts: The Dean agrees with the unit's response.

Dean of the Faculty of Liberal Arts: The Faculty of Liberal Arts agrees that such engagement should be encouraged.

Recommendation #26: That History, Waterloo and History, Brantford address with their Deans concerns about the level of support provided by the Writing Centre, Teaching and Learning, and Accessible Learning.

Unit Response: We will address with our deans concerns about student support resources.

The Brantford Program will conduct student surveys to assess their review of the services provided by the Writing Centre, Teaching and Learning, and Accessible Learning.

Vice Dean of the Faculty of Arts: The Dean welcomes a conversation about these resources and will represent Departments to the various units once we understand the particular concerns.

Dean of the Faculty of Liberal Arts: The Faculty of Liberal Arts is more than willing to work with the various units to address the concerns raised.

Faculty Quality Indicators

Recommendation #27: For appropriate longer-range planning to take place, the Waterloo Department and Brantford program will need to know whether positions will or will not be replaced. Maintenance of the Ancient Studies program will depend on at least one guaranteed retirement replacement; this might be combined with Digital Humanities as is currently the case. If Ancient Studies loses all permanent faculty members, it would be

better to close it as a separate program and fold teaching of the ancient world into the 'regular' curriculum, while retaining as much as possible the global scope that currently distinguishes it from programs elsewhere.

Unit Response: A replacement position for Ancient Studies, which is a robust program whose courses are in high demand, would benefit students in the program significantly. As the Cyclical Review demonstrates, students value the distinctiveness of the program, and the Department is committed to maintaining this area.

Recent retirements have significantly impacted Brantford's faculty complement. We strongly advocate for a replacement position in the area of Indigenous history, which will help to support the university's strategic goals around Indigenization. We also advocate for a scholar of American history, a major and popular field of study. There are 22 courses in American history in our curriculum (not including the North American and transnational ones), and it has been our major gap. The position could be open or specific to another theme we are lacking like Black History or foreign relations.

Vice Dean of the Faculty of Arts: The Department is encouraged to prioritize faculty hiring as part of their strategic planning process, linking the faculty gaps identified above to improvements in the program curriculum and/or student learning experience.

Dean of the Faculty of Liberal Arts: The Faculty understands the resourcing needs of the History program and will take them into consideration in the Faculty's strategic planning.

Recommendation #28: Faculty on both campuses should consider the opportunities that more intensive programs of externally funded research would provide to enhance undergraduate students' experience and overall scholarly and creative productivity at both campuses. The LCSC should be encouraged to develop its potential as a node for collaborations in research, teaching, experiential learning, and public engagement.

Unit Response: The department will continue to encourage faculty to include research assistantship and other student opportunities in their grant applications.

The faculty in Brantford have been hiring undergraduate Research Assistants for their externally funded research projects. We are open to exploring more opportunities to enhance the experience and creative productivity of our students and faculty.

Vice Dean of the Faculty of Arts: The Dean supports applications for external grants that provide undergraduate students with suitable research opportunities under the guidance of faculty members.

Dean of the Faculty of Liberal Arts: The Faculty of Liberal Arts is fully supportive of efforts to secure externally funded research projects and using them as opportunities to enhance undergraduate experiences.

Undergraduate Student Quality Indicators

Recommendation #29: That the Department, Programs, Faculty, and University add detail on program transfers to the current tracking of student attrition.

Unit Response: The department is now tracking this data. However, only one person in the entire faculty has the permissions to run this report. We will also ensure that this recommendation is shared with Institutional Research, which is the unit responsible for preparing the cyclical review data reports.

The Brantford Program will do the same.

Vice Dean of the Faculty of Arts: The Dean supports collection of this data and will facilitate making it available to Departments in the coming years. It constitutes an important aspect of retention.

Dean of the Faculty of Liberal Arts: We are aware of recent institutional efforts in making such data available. Currently such data are available at the Faculty level and we have been told that program level data will be made available in the fall.

Recommendation #30: That the Faculty and University track how long students take to degree completion in order better to capture the impact of part time studies (or simply students taking five years to complete their four year program) and distinguish this from program attrition.

Unit Response: This recommendation will be shared with Institutional Research, but is already included in the Graduating Student Data table included in the self-study.

Vice Dean of the Faculty of Arts: Understanding the student journey to graduation (or not) is critical to retention discussions.

Dean of the Faculty of Liberal Arts: We agree that such data is vital for us to understand the trajectory of our students.

Recommendation #31: That the University alumni and/or development office work with academic units to track career outcomes at 5 years in order get a clearer grasp of what careers students gravitate towards, and how well the program prepares them.

Unit Response: This data is already being collected by the Career Development Centre on a year over year basis, tracking whether or not alumni are pursuing further education (and if so, at what schools and in what programs), and where they are employed. This data was provided in the self-study as an appendix. Additionally, employment rates at 6 months and 2 years are tracked by the Ministry of Colleges and Universities and was provided in the self-study. We believe that these current methods of tracking alumni career outcomes are sufficient, but will contact the Career Development Centre to see if any additional data on alumni employment trajectories is available, and/or if it is possible to track employment outcomes at the 5-year mark.

Vice Dean of the Faculty of Arts: The Dean supports all efforts of this nature.

Dean of the Faculty of Liberal Arts: We agree that alumni tracking and engagement are important.

Quality Enhancement

Recommendation #32: That the Department seek to expand its popular travel courses and internship/co-op options, considering best practices in peer departments and drawing on University and Faculty administrative supports for these initiatives.

Unit Response: Waterloo remains committed to its travel courses and is exploring possible internship/co-op opportunities.

Vice Dean of the Faculty of Arts: The Dean looks forward to supporting travel courses in future years as soon as travel and health conditions make them feasible. We support the Department offering existing and new travel courses while recognizing the enormous amount of work they entail.

Dean of the Faculty of Liberal Arts: History in Brantford is also looking to develop/expand internship and coop opportunities for our students.

Recommendation #33: That Waterloo and Brantford History work together with the LCSC and the University's Research Office to develop collaborative research projects with a particular goal of engaging Undergraduate Research Assistants, and with attention to attracting Tri-council and other external funding.

Unit Response: See our response to related recommendation #28. We hope that the LCSC will be a hub for the development of interdisciplinary research collaborations, but the Centre is not within the department.

Currently, two Brantford faculty, Tarah Brookfield and Robert Kristofferson, are fellows of the LCSC. Christina Han will commit herself to get involved as well. We will work with the current LCSC director Kevin Spooner to develop initiatives relevant to the Brantford campus and to collaborate with LCSC fellows in Waterloo on joint initiatives.

Vice Dean of the Faculty of Arts: The Dean supports this recommendation.

Dean of the Faculty of Liberal Arts: The Faculty of Liberal Arts is fully supportive of such collaboration.

PROGRAM STRENGTHS

Vice Dean of the Faculty of Arts: History and Ancient Studies comprises a gifted and dedicated set of full-time and part-time colleagues whose contribution to the Faculty is sincerely appreciated. They work extremely hard at the graduate and undergraduate level to deliver high quality courses that reflect their disciplinary expertise and extensive knowledge of particular fields. As the review demonstrates, they are excellent teachers and have strong records of research.

Dean of the Faculty of Liberal Arts: History is a well-established program in Brantford with a strong focus on public history and thriving partnerships with the local community. Students are highly satisfied with their experience in the program and love the small classes. We have a small team here in Brantford and the success of the program has critically depended on the dedication of our teachers.

OPPORTUNITIES FOR IMPROVEMENT AND ENHANCEMENT

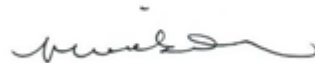
Vice Dean of the Faculty of Arts: As the Faculty faces the challenge of declining enrolment in the humanities especially, History and Ancient Studies will continue to need to be innovative and creative while ensuring the quality of their program. We acknowledge that students today are demonstrably weaker than in the past, and that political/societal changes provide an extremely challenging environment in which to be a historian at a university today. We value the contribution that full-time and part-time colleagues make to the important discussions we must have as a Faculty about how best to ensure the financial health of the Faculty and the success of our students. This will require flexibility on everyone's part and a willingness to work together to find solutions to the challenges we face. We look forward to the contribution that colleagues from History and Ancient Studies will make to this conversation.

Dean of the Faculty of Liberal Arts: Declining enrolment across Liberal Arts programs poses challenges to the financial sustainability of the Faculty. The review rightly points out that History in Brantford and Waterloo could look for more creative and productive ways of working together – in terms of shared governance, improving the availability of courses across campuses, etc. I also appreciate the suggestion of enhancing the attractiveness of entry-level courses to draw more students in. As the Faculty of Education is preparing to launch a BEd in Brantford in 2022, the Faculty of Liberal Arts is hoping to establish a partnership with them and develop a pathway for History majors into the BEd. This will hopefully help boost enrolment numbers.

SIGNATURES

Dr. Mary Wilson

September 12, 2022



Dr. Heidi Northwood

September 19, 2022



Approved by Program Review Sub-Committee:

December 1, 2022

Approved by Senate Academic Planning
Committee:

March 21, 2023

Submitted to Senate (for information):

April 12, 2023

Implementation Report Due Date:

April 12, 2025

RECOMMENDATIONS PRIORITIZED FOR IMPLEMENTATION AND ACTION PLAN

The following Implementation Plan was created by the Vice Dean of the Faculty of Arts and the Dean of the Faculty of Liberal Arts as part of the Decanal Response.

Recommendation to be Implemented	Responsibility for Implementation	Responsibility for Resourcing (if applicable)	Anticipated Completion Date	Additional Notes
1. That History, Waterloo and History, Brantford determine in consultation with their respective Deans whether they wish to maintain the current model of two linked History Programs on two campuses.	History Department Chair and History Program Coordinator		Fall 2023	
2. That WLU re-examine its RCM budget model in order to determine whether it adequately recognizes Minors and Double Majors when calculating Faculty of Arts registration budget allotments, and make amendments if necessary.	Deans		Fall 2023	
3. That History, Waterloo and History, Brantford develop an ongoing strategic planning process that makes the case for future complement planning and program development.	History Department Chair and History Program Coordinator		Summer 2023	
4. That, should the programs' apprehension about shifting enrolment objectives prove correct, they focus on strategies to improve	History Department Chair and History Program Coordinator		Ongoing	

recruitment of majors from their strong registration base in junior-level courses.				
5. That, should the recruitment of more majors become an important objective, the programs consider ways to increase the availability of seats in 400-level courses without sacrificing their “high-impact seminar experience.”	Chair		Fall 2023	
6. That History, Waterloo and History, Brantford develop clear mission statements for their units and programs that foreground their unique purposes in areas such as diversity, inclusion and Indigenization and their commitment to the broad vocational needs of students. Such statements should emphasize the comparative advantages in studying History and Ancient Studies at WLU to recruit more majors and sustain current strong overall registration numbers.	History Department Chair and History Program Coordinator		Fall 2023	
7. That the Laurier Centre for the Study of Canada (LCSC) be more fully engaged as a focus for Experiential Learning and Research Specialization for both campuses.	LCSC Director		Fall 2024	
8. That all programs maintain their current admission requirements, but that they develop a flexible approach that ensures they				Admissions to the History programs are not within the control

may recruit targeted groups for EDI and internationalization purposes.				of the units themselves. This recommendation will be shared with the Strategic Enrolment Management Committee but has not been prioritized.
9. That History, Waterloo and Ancient Studies intensify their commitment to digital humanities.	History Department Chair		Fall 2024	
10. That History, Waterloo, Ancient Studies, and History, Brantford more explicitly promote the vocational opportunities of their disciplines in junior level courses.	History Department Chair and History Program Coordinator		Fall 2024	
11. That History, Waterloo review and reduce its course catalogue to what may be practically offered on a regular basis.	History Department Chair		Fall 2023	
12. That the programs(s) clarify how the four tracks align with courses in the curriculum and provide a framework for the program.	History Department Chair		Fall 2023	
13. That each of the thematic Minors have a designated 100-level course offered annually, with a focus on recruitment.	History Department Chair and History Program Coordinator		Fall 2023	

<p>14. That History, Waterloo and History, Brantford explore whether there is student demand and curricular room for micro-credentials and engage with their deans about the logistical and resource implications.</p>	<p>History Department Chair and History Program Coordinator</p>		<p>Winter 2024</p>	
<p>15. That History, Brantford work with History, Waterloo on the development of more web-based course offerings that would be accessible to students at both campuses.</p>	<p>History Department Chair and History Program Coordinator</p>		<p>Fall 2024</p>	
<p>16. That the two History programs consider the comparative advantages to both in strengthening the Public History option as a unique, professional development experience to majors and minors from both campuses.</p>	<p>History Department Chair and History Program Coordinator</p>		<p>Fall 2023</p>	
<p>17. That new courses designed to foster curricular innovation and cross-program and campus collaboration be supported by a flexible approach to registration thresholds in the first three times they are offered.</p>	<p>History Department Chair and History Program Coordinator in consultation with Dean of Arts and Dean of Liberal Arts</p>		<p>Fall 2024</p>	
<p>18. Consider incorporating a wider variety of assessment tools in conjunction with new program offerings and clarify on the website how these are applied both in courses and in the Major and Minor programs.</p>	<p>History Department Chair and History Program Coordinator</p>		<p>Fall 2024</p>	

<p>19. That History, Waterloo and History, Brantford explore with their Deans ways in which additional administrative support may be provided to the Senior Administrative Assistant responsible for their programs.</p>	<p>History Department Chair and History Program Coordinator in consultation with Dean of Arts and Dean of Liberal Arts</p>		<p>Ongoing</p>	
<p>20. That faculty renewal and recruitment focus on supporting comparative advantage in student skill development and experience in high-impact experiential learning.</p>	<p>History Department Chair and History Program Coordinator</p>		<p>Ongoing</p>	
<p>21. That the Laurier Centre for Canadian Studies (LSCS) demonstrate more clearly its move beyond military history and develop initiatives which bring together research, teaching, experiential learning, and public engagement in a broader number of areas represented in the current faculty complement.</p>	<p>LSCS</p>			<p>This recommendation will be shared with the LSCS, but has not been prioritized because it is not within the unit's scope to implement.</p>
<p>22. That History, Waterloo and History Brantford review their websites to improve access and better describe the program options for study either directly in History or in association with other programs.</p>	<p>History Department Chair and History Program Coordinator</p>		<p>Fall 2023</p>	
<p>23. That the university invest in classroom technology that allows more robust interactive communication in bi-campus classes than current Zoom platforms allow,</p>				<p>This recommendation will be shared with ICT, but has not been</p>

and that Waterloo and Brantford History concentrate their use of these spaces on classes in the Public History, Indigenous studies, and Digital Humanities stream.				prioritized because it is not within the unit's scope to implement.
24. That the WLU Library continue to enhance digital collections and online access to its resources in support of undergraduate programs at both campuses.				This recommendation will be shared with the Library but has not been prioritized because it is not within the unit's scope to implement.
25. That History, Waterloo and History, Brantford engage with ICT about the requirements for more online and digital undergraduate programming that will expand and integrate opportunities for undergraduate student enrolment at both campuses.	History Department Chair and History Program Coordinator		Fall 2024	Implementation of this recommendation will be part of larger institutional discussions around technology-enabled learning.
26. That History, Waterloo and History, Brantford address with their Deans concerns about the level of support provided by the Writing Centre, Teaching and Learning, and Accessible Learning.	History Department Chair and History Program Coordinator in consultation with Dean of Arts and Dean of Liberal Arts		Fall 2023	
27. For appropriate longer-range planning to take place, the Waterloo Department and Brantford program will need to know whether positions will or will not be replaced.	History Department Chair and History Program Coordinator in		Fall 2024	

<p>Maintenance of the Ancient Studies program will depend on at least one guaranteed retirement replacement; this might be combined with Digital Humanities as is currently the case. If Ancient Studies loses all permanent faculty members, it would be better to close it as a separate program and fold teaching of the ancient world into the 'regular' curriculum, while retaining as much as possible the global scope that currently distinguishes it from programs elsewhere.</p>	<p>consultation with Dean of Arts and Dean of Liberal Arts</p>			
<p>28. Faculty on both campuses should consider the opportunities that more intensive programs of externally funded research would provide to enhance undergraduate students' experience and overall scholarly and creative productivity at both campuses. The LCSC should be encouraged to develop its potential as a node for collaborations in research, teaching, experiential learning, and public engagement.</p>	<p>History Department Chair and History Program Coordinator in consultation with LSCS</p>		<p>Fall 2023</p>	
<p>29. That the Department, Programs, Faculty, and University add detail on program transfers to the current tracking of student attrition.</p>				<p>This recommendation will be shared with Institutional Research but has not been prioritized because it is not within the unit's scope to implement.</p>

<p>30. That the Faculty and University track how long students take to degree completion in order better to capture the impact of part time studies (or simply students taking five years to complete their four year program) and distinguish this from program attrition.</p>				<p>This recommendation will be shared with Institutional Research but has not been prioritized because it is not within the unit's scope to implement.</p>
<p>31. That the University alumni and/or development office work with academic units to track career outcomes at 5 years in order get a clearer grasp of what careers students gravitate towards, and how well the program prepares them.</p>				<p>This recommendation will be shared with the Career Development Centre but has not been prioritized because it is not within the unit's scope to implement.</p>
<p>32. That the Department seek to expand its popular travel courses and internship/co-op options, considering best practices in peer departments and drawing on University and Faculty administrative supports for these initiatives.</p>	<p>History Department Chair and History Program Coordinator in consultation with Dean of Arts and Dean of Liberal Arts</p>		<p>Fall 2023</p>	
<p>33. That Waterloo and Brantford History work together with the LCSC and the University's Research Office to develop collaborative research projects with a particular goal of engaging Undergraduate Research Assistants, and with attention to</p>	<p>History Department Chair and History Program Coordinator in collaboration with the LSCS and Office of Research Services</p>		<p>Fall 2024</p>	

attracting Tri-council and other external funding.				
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