

# Implementation Report on the 2016-2017 Cyclical Review of Human Rights and Human Diversity

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## INTRODUCTION

This is the first implementation report for the Human Rights and Human Diversity cyclical review that took place in 2016-2017. For each recommendation, the full language from the External Reviewers' Report has been included, along with the corresponding information about implementation from the Final Assessment Report. For each recommendation, the unit has provided an update on the progress or action made toward the implementation of that recommendation, followed by comments from the relevant dean(s) and the Program Review Sub-Committee. Taking into account the updates provided by the unit and the comments from the dean(s), the Program Review Sub-Committee will review the report and determine if all recommendations have been implemented satisfactorily or if a subsequent report will be required.

## RECOMMENDATIONS PRIORITIZED FOR IMPLEMENTATION IN FINAL ASSESSMENT REPORT

| <b>Full Recommendation from External Reviewers' Report:</b> As the Program Director also notes, possible ways in which to improve enrolment totals include offering new internship and other workplace opportunities for students, as well as working closely with the Indigenous Studies program to provide opportunities for students to study an issue they care about and that has deep local importance. |  |                                    |
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| <b>Recommendation to be Implemented (from Final Assessment Report)</b>  | <b>Responsibility for Implementation</b> | <b>Anticipated Completion Date</b> |
| Create domestic internship for HRHD students (Recommendation #1.5)  | Program Coordinator                      | Pilot 2018-19 or 2019-20           |

**Unit Update:** We have been developing the internship methodically and so far it has been proceeding well, with the support of the Co-operative Education and Workplace Partnerships office.

### One-day per week one-term placements

In Fall 2019 we had two students in placements and in Fall-Winter 2019-2020 we have five students and we may have more in Winter 2020. We intend to continue to expand this program in line with student demand in the years ahead.

### Paid full-time 16-week Summer Internships

In Summer 2018 we had two placements with the assistance of Ontario’s Career Ready Fund and in Summer 2019 we have one with the assistance of the SEO and the Dean of FoLA’s offices. Our experience with summer internships is that student interest in living in Brantford is quite low, so the Program has decided to discontinue this initiative.

**Decanal Comments:** I applaud the program for the work they have done to support and grow this opportunity for students, and I agree that focussing on the one day per week option makes the most sense.

**Program Review Sub-Committee Comments:** Based on the program’s actions and dean’s comments, the committee considers this recommendation completed.

**Full Recommendations from External Reviewers’ Report:**

Recommendation #8: In order to encourage students to officially enrol in the HRHD program at their earliest opportunity, it might be helpful to institute some clear incentives for students who are enrolled in the program beyond simply the level of access that students have to full-time faculty (which these students already enjoy in the cross-listed courses they are taking). One way in which this might be accomplished is through undergraduate research assistantships. Students have stressed their interest in these sorts of positions and the small amount of money they require might fit into the program’s budget. If they cannot be funded from the program’s current budget, these assistantships may be an excellent way for the university - and Faculty, if and where appropriate - to reach out to, and engage with, potential donors (one Reviewer has experienced considerable success with this donor funding model, in support of Human Rights programming).

Recommendation #9: Making these research positions available only to students who are enrolled in the HRHD program might incentivize early declaration and further lower attrition rates. They also could provide faculty with additional research support that they do not need to finance from their own research budgets.

| Recommendation to be Implemented<br>(from Final Assessment Report)  | Responsibility for Implementation       | Anticipated Completion Date |
|---|---|-----------------------------|
| Coordinate Undergraduate Research initiatives with FLA Research Apprenticeship Program (Recommendations #8, #9) | Program Coordinator, FLA Associate Dean | Fall 2017                   |

**Unit Update:** While the Program considered this a great idea, we have found that we simply do not have the capacity to take on such an initiative at this time. When faculty apply for research grants, we regularly include funding to hire our students and we intend to continue this practice in the future.

**Decanal Comments:** I believe the program has found more efficient ways to incentivize students. Research grants that fund students and some curricular changes (to promote the feeling of a cohort) are better ways to involve students at this time.

**Program Review Sub-Committee Comments:** Taking into consideration the program’s and the dean’s comments, the committee does not require further reporting on this recommendation.

| <b>Full Recommendation from External Reviewers' Report:</b> In order both to consolidate the gains made by the program over its first eight years while also allowing the program to serve the Sussex students and potentially expand the number of students recruited to the program from its lower-division courses, we respectfully recommend that the University consider examining the feasibility of hiring a teaching professor who can be utilized by the Program Director in order to take some of the teaching pressure off the core faculty. |   |   |
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| <b>Recommendation to be Implemented (from Final Assessment Report)</b>  | <b>Responsibility for Implementation</b>      | <b>Anticipated Completion Date</b>  |
| Identify and invite faculty member from another FLA program to join HRHD (Recommendation #2)  | Dean in consultation with Program Coordinator | Fall 2017 individual(s) identified and approached in time for course building for 2018-19 |

**Unit Update:** This option was explored with the Dean of the Faculty of Liberal Arts and no suitable matches were identified between the capabilities of full-time faculty members who were likely to be available and the current and possible future teaching needs of HRHD.

**Decanal Comments:** The Acting Dean has not prioritized a hire in this area at this time nor is there a suitable candidate in another program.

**Program Review Sub-Committee Comments:** Based on the comments provided, this recommendation does not seem feasible at this time; therefore, no further reporting is required.

| <b>Full Recommendation from External Reviewers' Report:</b> We also feel that there are opportunities to build upon the existing excellent course teaching, in fairly easy modes of online delivery. We recognize the excellence of what has been accomplished in a short time, and also that the members of the program currently report that they are working at full capacity. There nonetheless may be some opportunities to raise the national and international profile of the program in relatively easy ways such as podcasts by faculty members about their research, their teaching, and the achievements of graduating students, which may be featured on the HRHD website, faculty members' websites, the main Laurier website, and in other social media formats. |  |   |
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| <b>Recommendation to be Implemented (from Final Assessment Report)</b>   | <b>Responsibility for Implementation</b> | <b>Anticipated Completion Date</b>                              |
| Explore creation of online HRHD minor (Recommendation #3)  | HRHD faculty, Dean                       | 2020 (business case completed 2017-18 to determine feasibility) |

**Unit Update:** The Program is not committed to creating an online HRHD minor, but it is committed to developing online courses where appropriate and where this is not likely to undermine the Program's ability to offer at least one section of its courses per year on campus.

To this end, an online version of HR/YC320 was created by Dr. Pietro Pirani in Summer 2018 (overseen by Dr. Robinson). It was offered for the first time in Spring 2019.

**Decanal Comments:** The program has done a good job identifying the courses that are best suited for online delivery, and it is not clear what would be gained by introducing a minor that available entirely online.

**Program Review Sub-Committee Comments:** The committee acknowledges the program’s and dean’s responses that the implementation of this exact recommendation (making an HRHD minor available online) is not supported by either at this time, but that there is evidence that strategic online course development is taking place within the program. No further reporting on this recommendation is required.

| <b>Full Recommendation from External Reviewers’ Report:</b> While it is a young program, HRHD has established itself admirably well, and has been consolidating its strengths. The program is in process of compiling information about its graduates’ subsequent career paths. Having this material on hand, and in accessible form, in the near future will assist in adding weight to any efforts to raise the visibility of the program to prospective students within Laurier, to grade 11 and 12 Ontario- and Canadian-based high school students considering applying to the program, and to international students looking for HRHD related study opportunities. |  |   |
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| <b>Recommendation to be Implemented (from Final Assessment Report)</b>   | <b>Responsibility for Implementation</b> | <b>Anticipated Completion Date</b>  |
| Collection of graduate data for HRHD students (Recommendation #1)  | Program Coordinator                      | Summer 2018 (process developed and coordination complete with Alumni and Career Development office) |

**Unit Update:** The program continues to collect data on its graduates and to put this information to work. This data is currently integrated (with students’ permission) into Open House presentations and into a new email campaign that is being piloted with this year’s cohort of program applicants.

**Decanal Comments:** Evidence is good. Keep going!

**Program Review Sub-Committee Comments:** This recommendation is considered completed.

**ADDITIONAL COMMENTS**

**Dean:** HRHD is a program of exceptional efficiency and strength, and I appreciate the steady solid work they do in continuing to grow the program and support its excellence.

**Program Review Sub-Committee:** Of the recommendations that were prioritized for implementation in the 2016-2017 cyclical review, many have been completed based on the comments provided by the program and the dean. Another set of recommendations requires no further action or reporting at this time, based on a review of the context provided by the program and the support for this position articulated by the dean. The committee commends the programs on their actions taken to improve the program. There are no further Implementation Reports required in advance of the program’s next scheduled cyclical review in 2023-2024.

Subsequent Report Required: No

Next Cyclical Review: 2023-2024