

# Implementation Report for the 2020-2021 Cyclical Review of the Social and Environmental Justice (BA) and Social Justice and Community Engagement (MA) Programs

**Authored by:** Brenda Murphy

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## INTRODUCTION

This is the first implementation report for the cyclical review of the Social and Environmental Justice (BA) and Social Justice and Community Engagement (MA) programs that took place in 2020-2021. The full language for each recommendation 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

Recommendation to be Implemented (from Final Assessment Report)	Responsibility for Implementation	Responsibility for Resourcing (if applicable)	Anticipated Completion Date	Additional Notes
1. We recommend -- in the strongest terms -- that the WLU senior administration both continue to fully support the SJCE graduate program and recommit to a robust support for the SEJ undergraduate program, as an expression of University values and as a necessary training platform for future leaders and engaged	Dean FLA	FLA, VPA, SEO Brantford <sup>1</sup>	2024	This will be the item subject to intense discussion over the coming years.

<sup>1</sup> Note that the SEO Brantford role no longer exists and would not have had responsibility for academic planning.

participants in the world we all inhabit together.				
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**Unit Update:** The SJCE and SEJ programs continue to support this recommendation that the WLU senior administration both continue to fully support the SJCE graduate program and recommit to a robust support for the SEJ undergraduate program. In this first section we provide a brief update on the current status of both programs.

Both the SJCE and SEJ programs have now been integrated into the new Department of Indigenous Studies, Law and Social Justice. As part of this larger structure, the two programs have been able to benefit from the support of a larger cohort of faculty, some reduction of service burdens such as PTACs and a dedicated program assistant.

### **SJCE Graduate Program**

The SJCE graduate program has continued to have strong support from both the Faculty of Liberal Arts (FLA) and the Faculty of Graduate and Postdoctoral Studies (FGPS). Recently, our domestic enrollment has been a bit weaker with 14 full-time domestic students in the 2023-24 cohort and as of June 2024, 12 full-time and 4 part-time students for the upcoming 2024-25 school year. These numbers are being bolstered by a sharp increase in international students from 1-2 accepted each year to 12 accepted for the 2024-25 year. We are hopeful that many of these students will be able to obtain the needed visa paperwork. All together, with the 16 domestic students, we hope that the SJCE enrollment will be closer to 20 for the 2024-25 year.

### **SEJ Undergraduate Program**

For the undergraduate SEJ program there are different factors at play. This program continues to operate as a minor. The minor was simplified to make the program as accessible as possible by removing prerequisites as well as program-only and year-level restrictions.

The Social and Environmental Justice minor now consists of 3.0 credits including:

Required Courses: 1.0 credit

- SOJE100 - The Engaged Citizen: Social and Environmental Justice in the 21st Century
- SOJE120/ID120 - Introduction to Indigenous Studies

2.0 credits chosen from any additional senior SOJE courses, including 0.5 credit that may be chosen from the following courses: DMJN327/MX327, EN210, EN250, GG231, GG270, HI240, HI349, HR223, HR231, HR322/OL322, ID201, ID207, LY300, PP224, SK212, WORK320, WS204

Tracking the number of students in the minor is difficult at Laurier because student do not have to declare minors until they are ready to graduate. Currently there are 2 students registered in the SEJ minor.

On a positive note, SOJE100 was recently developed as an online course with a first cohort enrollment of 100 students in the winter of 2024. In addition, with the current development of the online versions of ID201 and

other available online courses, by winter 2025 it will now be possible to complete the SEJ minor completely online. Once this option is in place, we will mount a campaign to promote it to Laurier students.

**Liberal Arts Decanal Comments:** The Faculty of Liberal Arts continues to provide strong support to the programs. I'm delighted that application numbers have improved for the SJCE program for 2024-2025, and I am hopeful that the online development of SOJE100 may inject new energy into the SEJ minor.

**FGPS Decanal Comments:** The FGPS will also continue to provide support to the SJCE program. Substantial growth in international enrolment is an excellent sign that the program is attractive and competitive beyond the domestic market.

**Program Review Sub-Committee Comments:** The committee is pleased to hear that the SJCE graduate program continues to draw strong numbers and international student interest. At the undergraduate level, it sounds like the program is trying to find ways to bolster enrolment in the SEJ Minor. It will be up to the Dean of the Faculty of Liberal Arts to decide, in collaboration with the program, if and when it is feasible to restart the SEJ Major. The committee trusts that these discussions will be ongoing, and as such, does not require any further reporting on this recommendation.

Recommendation to be Implemented (from Final Assessment Report)	Responsibility for Implementation	Responsibility for Resourcing (if applicable)	Anticipated Completion Date	Additional Notes
2. We recommend that the SEJ program work closely with the recruitment office to develop and promote materials about this program specifically, and target them especially to similar high school programs (see above).	SEJ program, Recruitment	FLA, Recruitment	Spring 2022	Any changes to recruitment materials should be prepared in advance of the 2023 recruitment season.

**Unit Update:** Operating as a Minor means that it is more difficult to attract students to the program's courses. SEJ is listed among the minors available for students in the recruiting materials, but no other direct recruiting activity takes place for incoming students. Program faculty members have sought to overcome this barrier through general advertising to Laurier students at the online learning portal, MyLearning Space and working with Laurier's student advisors to highlight the program. We also do targeted advertising to all students who take any SEJ course to remind them about the minor. Occasionally, perhaps once or twice per year, we are asked by high school teachers to speak to their classes about such topics as gender equality or climate change. During these guest speaker opportunities, we always mention the minor for students who decide to undertake their studies at Laurier. Recently, FLA has been working towards more consistent and targeted outreach to high school students and the ILSJ program is committed to actively participating in this engagement both on behalf of SEJ and the other programs in the Department.

**Liberal Arts Decanal Comments:** I am satisfied with the program's recruitment efforts, considering that it's currently operating as a minor.

**Program Review Sub-Committee Comments:** The updates provided by the SEJ program indicate that it is doing what it can to attract more students into the Minor. The program is encouraged to continue these efforts, and no further reporting on the recommendation is required as the intent of it is being satisfied by the initiatives identified.

Recommendation to be Implemented (from Final Assessment Report)	Responsibility for Implementation	Responsibility for Resourcing (if applicable)	Anticipated Completion Date	Additional Notes
3. We reiterate our recommendation for strong and unequivocal commitment to building the SEJ major (all of what follows depends on this as its starting point).	Dean, FLA			This will be at the discretion of the incoming dean in conversation with the program.

**Unit Update:** Unfortunately, the major has not been restarted. Due to the low enrollment in the minor only SOJE100, 120, 250, 326 and 430 are offered yearly and SOJE370 at least every second year. With the exception of SOJE 100, all of these courses are cross-listed with other programs ensuring adequate enrollment. As outlined in recommendation #1, students in the minor can also take select courses from other programs to fulfill the minor's requirements.

However, SEJ has not been able to offer its other core and elective courses including those focusing on the environment (SOJE312), community engagement (SOJE204) or critical justice theory (SOJE250, 355, 425). We continue to argue that these courses support Laurier's values and goals within its Strategic Action Plan and advocate for stronger administrative support to restart these core courses. We are willing to work with Laurier's administration to review and revise SEJ's core curriculum to provide students with a sound pedagogical foundation and to maximize the financial benefits and efficiency of the program.

**Liberal Arts Decanal Comments:** Laurier, like most other universities in Ontario, is operating under a fiscally challenging environment, and thus the major can only be restarted if there's strong evidence of student demand. I would encourage the program to focus on making the minor successful, and use that as a basis for future discussion on restarting the major.

**Program Review Sub-Committee Comments:** Similar to the response provided to Recommendation #1, the committee understands the challenges associated with trying to restart the Major and trusts that this will continue to be discussed by the program and the Dean. No further reporting is required.

Recommendation to be Implemented (from Final Assessment Report)	Responsibility for Implementation	Responsibility for Resourcing (if applicable)	Anticipated Completion Date	Additional Notes
4. We recommend that the faculty, in discussion with senior administration, come up with an appropriate time frame to enable the program to regain visibility; we recommend at least five years, with active recruiting and the fulsome engagement of the university recruiting office being mobilized.	Dean, FLA, and program members			Develop a plan with stages and steps in it, and outline the clear outcomes that must be met on the way to this 5 year goal which will determine whether the overall goal is appropriate.

**Unit Update:** Unfortunately, the program continues to languish as a Minor. SEJ faculty are willing to work with Laurier's administration to help the program regain visibility.

**Liberal Arts Decanal Comments:** As the program reports in this document, there are recruitment efforts being made. Vitality of the program is determined not only by recruitment efforts but also student interest. I am hopeful that the online development of SOJE100 may make a difference.

**Program Review Sub-Committee Comments:** Similar to other recommendations related to the reintroduction of the SEJ Major, the program and Dean are encouraged to continue to investigate the viability of the program. No further reporting is required.

Recommendation to be Implemented (from Final Assessment Report)	Responsibility for Implementation	Responsibility for Resourcing (if applicable)	Anticipated Completion Date
5. We recommend that exploration of cross-listing opportunities continue, along with efforts to structure, clarify, and promote cross-campus enrolments.	SEJ		Spring 2022

**Unit Update:** SEJ has tried to make the minor as accessible as possible. As explained in Recommendation #3, several courses are cross-listed to facilitate Laurier students uptake of the minor.

The minor now has only 2 required courses. Since one of the required courses, ID/SOJE120, is offered multiple times per year, SEJ only needs to offer SOJE100 to ensure that students can fulfill the minor's requirements. SOJE100 is offered twice each year through synchronous delivery in the fall semester and online learning in the winter semester. There are enough students to take this course from other programs as it is a required course in

the Game Design program and a recommended course for Social Work students. Opening up the course to all Laurier students through online learning has proved very successful. The first offering in the winter of 2024 filled up to the maximum of 100 students within days of being posted in December 2023.

**Liberal Arts Decanal Comments:** I am pleased that SOJE100 has benefited from rethinking in mode of delivery, and I believe that efforts to cross-list the course will continue.

**Program Review Sub-Committee Comments:** There is ample evidence within this report that SEJ has tried to make completing the Minor as accessible and flexible for students as possible. This recommendation is considered completed.

Recommendation to be Implemented (from Final Assessment Report)	Responsibility for Implementation	Responsibility for Resourcing (if applicable)	Anticipated Completion Date
6. We recommend that the option of presenting SEJ as an opportune double major--especially with programs with which it already crosslists courses--be further explored and developed.	SEJ		Spring 2022

**Unit Update:** Unfortunately, only the Minor is currently available. SEJ faculty are willing to work with Laurier's administration to explore the possibility of offering the program as a double major.

**Liberal Arts Decanal Comments:** It is premature to relaunch SEJ as a major or as a double major at this point, due to low enrolment.

**Program Review Sub-Committee Comments:** The committee's response to this recommendation and update is consistent with others in the Report; it will be up to the program and Dean to continue conversations about the SEJ Major to determine if and when it should be restarted. No further reporting is required.

Recommendation to be Implemented (from Final Assessment Report)	Responsibility for Implementation	Responsibility for Resourcing (if applicable)	Anticipated Completion Date
7. We recommend that the program work within existing networks to further community placement opportunities for students in SEJ.	SEJ, Experiential Learning		Spring 2022

**Unit Update:** Currently, the ILSJ Department is taking the lead on developing an experiential learning course, UU400 (Internship) on behalf of the Faculties of Liberal Arts and Human and Social Sciences. The course will be

offered for the first time in the fall of 2024. ILSJ is delighted to help facilitate this community service learning opportunity for fourth year students at the Brantford campus. UU400 is a brief one semester half credit course that focuses on a 40-80 hour placement. The course provides students with the basic academic background and practical tools needed to ensure student success and partner satisfaction. The SEJ faculty will explore the possibility of adding UU400 to the SEJ minor to facilitate experiential learning within the minor.

In the interest of scaffolding learning and helping prepare students for UU400, SEJ would be interested in re-envisioning SOJE204 (Social and Environmental Justice in Practice) as a precursor to the fourth-year course. The new course would not necessarily need to remain a SOJE course but could instead be designed to serve the Brantford campus student population. In this introductory-level course, students could focus on the key ideas, concepts, and skills that would provide a deeper foundation about experiential learning as well as participate in a brief 20 hour community service learning opportunity. The re-envisioned second-year course would provide an excellent foundation for UU400. Pedagogically, the fourth-year course would be able to move towards the mastery of key concepts, further enriching the practicum experience for both students and partners.

Further, if this new course was added to the list of restricted electives for SEJ it could broaden the range of courses contributing towards the minor and enhance the experiential learning opportunities within the minor.

**Liberal Arts Decanal Comments:** I'm open to seeing SOJE204 reinvented that will prepare students for UU400. I would like to clarify that UU400 offers internships in both non-profit organizations and for profit companies, and is meant to be an experiential learning opportunity (not only community service learning) for students.

**Program Review Sub-Committee Comments:** The introduction of a campus-wide Internship course is an exciting development for the Brantford faculties and it sounds like the program will determine if it is a potential fit for the SEJ Minor. No further reporting on this recommendation is required.

Recommendation to be Implemented (from Final Assessment Report)	Responsibility for Implementation	Responsibility for Resourcing (if applicable)	Anticipated Completion Date
8. In line with consideration of consolidation as a key strategy, we recommend that opportunities to 'twin' relevant upper level undergraduate courses as also graduate courses would expand student options.	SEJ, SJCE		Spring 2022

**Unit Update:** Twinning of fourth year SEJ courses with the SJCE Masters program elective was successfully undertaken when SEJ was still offering 4<sup>th</sup> year courses. For instance, SOJE419 was twinned with SOJE631. Now that there are not enough students to offer SEJ 4<sup>th</sup> year courses, it is no longer possible to provide this option.

**Liberal Arts Decanal Comments:** Agreed with the unit that twinning the courses is only possible if there is sufficient enrolment.

**FGPS Decanal Comments:** This could become a consideration down the road if enrolments increase.



**Program Review Sub-Committee Comments:** The comments provided suggest that this recommendation is not relevant at this time, but could be acted upon if the SEJ Major is restarted. No further reporting is required at this time.

Recommendation to be Implemented (from Final Assessment Report)	Responsibility for Implementation	Responsibility for Resourcing (if applicable)	Anticipated Completion Date
9. We see the 'Legacy Project' as an admirable attempt to ground graduate experiential learning but recommend this option be ended. Given our rationale above, we do not advocate the idea of an arbitrary 50/50 split between coursework and MRP pathways to be a desirable goal to be pursued.	SJCE		Fall 2021

**Unit Update:** As recommended, the 'Legacy Project' was discontinued. We continue to allow students to decide on either the coursework or MRP pathway in the fall semester, once they commence the SJCE program. We do not have a quota on, or a defined split between, the pathways. Since the last review we've found that about one-third to one-half of students are undertaking MRPs while the rest complete the course route. Allowing students the flexibility to choose the pathway that best suits their career and educational goals results in more timely completion of the program and higher student satisfaction.

**Liberal Arts Decanal Comments:** I concur that flexibility in choosing pathways is desirable for students.

**FGPS Decanal Comments:** The Unit provides an entirely reasonable approach to let their students decide on whether they would like to pursue the MRP or coursework option.

**Program Review Sub-Committee Comments:** The comments suggest that this recommendation has been addressed; no further reporting is required.

Recommendation to be Implemented (from Final Assessment Report)	Responsibility for Implementation	Responsibility for Resourcing (if applicable)	Anticipated Completion Date	Additional Notes
10. We see online delivery of the graduate program for international students as admirable but question whether the necessary resources can be dedicated to success and would	SJCE, Dean FLA		Fall 2023	Unit-level review with Dean of FLA in two years



advise against this until such time as an appropriately resourced strategy can be deployed. Again, we recommend that consolidation is needed instead of a drive for nonstop growth, and that WLU seeks to sustain what is a highly successful and thriving program.				
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**Unit Update:** The SJCE program has not moved towards the online delivery model and the program continues to be delivered synchronously in-person at the Brantford campus.

However, as Laurier as ramped up their efforts to recruit international students, for the 2025 academic year SJCE experienced exponential growth in international applicants and we currently have 12 international students who have accepted offers. With the tighter Canadian requirements for visas, it remains to be seen if these students are able to obtain the needed paperwork to study at Laurier.

As a social justice-based program, SJCE faculty have long advocated for greater diversity among the student population. Thus, the program was pleased to recommend a much larger pool of international candidates to FGPS this year. That said, the SJCE program has two caveats that tempers our enthusiasm in admitting international students. First, we have been advocating for stronger and more consistent support for international students from Laurier International and other related services. As of the 2023-24 school year, the services provided to international graduate students to boost success in a Canadian graduate program was quite minimal and SJCE program members stepped in to offer assistance, where possible. We have been advised that services for the 2024-25 cohort is being increased and we look forward to working with Laurier staff as SJCE welcomes our first significant cohort of international students.

Second, although the SJCE program international tuition is seen as relatively competitive among potential international students, the program continues to have concerns about the vast discrepancy between how domestic and international students are funded. While all domestic students are eligible for a small scholarship and two graduate student assistantships, international students receive no funding support. As a result, international students must often take part-time jobs that far exceed Laurier's recommended ten hours per week and may experience food insecurity, difficulties paying the high tuition amounts and other financial problems. At a minimum, the program encourages Laurier to consider offering scholarships for the top candidates, with the longer-term goal of providing funding to all international students.

**Liberal Arts Decanal Comments:** I am supportive of the program's decision to remain an in-person program, especially given the recent interest from international students in the program. I would recommend stronger communication between the program and Laurier International – my understanding is that faculty members are not always aware of institutional support that is available to international students, and communication gaps exist. Regarding scholarships, if the program continues to grow in international student numbers, I think a small scholarship to top students is potentially viable as an incentive, subject to budgetary constraints of the faculty/university.

**FGPS Decanal Comments:** Given the increase in enrolment of international graduate students, I agree that the mode of delivery for the program is best to remain in-person. The Unit is correct – we need to increase and

expand supports and services available to incoming international graduate students. For this upcoming academic year, extensive pre-arrival programming for international graduate students is being coordinated by International Students Supports. Student Affairs is leading and coordinating several virtual orientation sessions this summer to help all graduate students prepare for their programs [see: <https://students.wlu.ca/academics/graduate-and-postdoctoral-studies/incoming-student-support/index.html#upcoming-orientation>]. There are active discussions taking place to further develop co-curricular career education and ASPIRE programming specifically designed for international graduate students. The Career Centre offers an excellent weekly career development program for all graduate students [<https://students.wlu.ca/work-leadership-and-volunteering/career-and-employment-support/news/2023/summer/fall-graduate-programming.html>]. It is my understanding that a similar program will be offered by the Career Centre for Fall 2024. If co-curricular career development is of interest to SJCE students, I would encourage promotion of this ASPIRE program, and perhaps even consider embedding it as a requirement in an existing graduate course.

**Program Review Sub-Committee Comments:** The committee appreciates the thorough comments and updates provided by the SJCE program and the Deans on this recommendation. It is clear that there is consensus to continue to deliver the program in person. Newly approved course and program level modes of delivery may provide SJCE with a wider range of delivery options going forward should they wish to consider them. No further reporting is required.

Recommendation to be Implemented (from Final Assessment Report)	Responsibility for Implementation	Responsibility for Resourcing (if applicable)	Anticipated Completion Date	Additional Notes
11. We recommend--most strongly--that the administration make a positive decision about their commitment to SEJ, in addition to continuing their clear support of SJCE. Such a decision must be followed up with support to sort out faculty complement for both programs, ensuring that those who want to be affiliated are, and those whose interests might lie elsewhere are supported in moving.	SEJ, SJCE, Dean FLA, Dean FGPS		No date	Subject to priorities for the Faculty as determined by the incoming new Dean of the FLA.

**Unit Update:** All SEJ faculty have been integrated into the new ILSJ Department. It continues to be the case that no faculty are directly appointed to the SJCE program. Adequate SJCE membership relies on the desire of Laurier faculty to want to be part of the program, usually because their interests and research align with SJCE. Faculty are needed to sit on the program committee, contract faculty hiring committee, admissions committee, curriculum committee, as well as to teach into the program and to supervise graduate student major research projects (MRPs).

As an interdisciplinary program, SJCE continues to be staffed by faculty drawn from across Laurier, with most faculty located at the Brantford campus within FLA, and a few members from the Faculty of Human and Social Sciences and the Faculty of Social Work. As such, course staffing is an ongoing challenge since outside of FLA, faculty have rarely been able to teach into the SJCE program as part of their regular teaching load. Although SJCE faculty can teach an SJCE course as overload, this option is not always appealing or feasible. Due to this situation in 2024-25, our core methods course will be taught by contract faculty. While the expertise of contract faculty is not in question, their grounding in the SJCE program and what is needed for student success is less robust. The program encourages the Laurier administration to develop pathways that would allow faculty from outside FLA to teach into SJCE.

The SJCE program also wants to signal that the staffing model means that it is more difficult to find program members who represent a diversity of identities and lived experiences. This is of critical importance as the program attracts students from a spectrum of equity-deserving groups, yet SJCE faculty tend to be predominantly Canadian-born, white, middle-class, hetero-cis people. We note that in 2023-24, SJCE had additional faculty requesting program membership from under-represented groups. We are pleased to report that these faculty are currently helping supervise major research projects and will teach into the program in 2024-25.

To further diversify the voices and experiences across the curriculum, the program has made a policy decision to have all courses offer readings from diverse academic and lived experience backgrounds. SJCE also encourages course instructors to bring in guest speakers from under-represented groups to offer students alternative perspectives. The program has used part of its SJCE budget to help defray the costs of offering an equitable stipend for these speakers. SJCE faculty are also able to access the funding provided for Indigenous speakers through Laurier's Office for Indigenous Initiatives. We look forward to the initiation of the proposed Laurier funding for speakers from other equity-deserving groups and hope to use this new fund to further defray guest speaker costs as we work to diversify classroom voices.

**Liberal Arts Decanal Comments:** I appreciate the program's effort in diversifying its curriculum through reading assignments and bringing in speakers through various funding sources. The problem of securing non-FLA faculty members to teach in SJCE is rooted in the funding structure of the university. FLA is solely financially responsible for the program, and other faculties naturally want to prioritize having their faculty members teach in their own programs. The challenge could potentially be overcome if the program sits across a few faculties with shared financial responsibilities. This potential solution can be taken up by the next Dean / Provost Office.

**FGPS Decanal Comments:** Drawing on faculty members with diverse experiences and expertise, potentially from faculties outside of FLA, to support the program is of strong benefit to the graduate students. The FGPS would support overcoming institutional barriers that currently make this approach challenging to achieve.

**Program Review Sub-Committee Comments:** The comments provided by the SCJE program demonstrate that it is very much attuned to the need to provide its students with instructors who bring diverse perspectives into the classroom, and is finding creative ways to do so. No further reporting on this recommendation is required.

Recommendation to be Implemented (from Final Assessment Report)	Responsibility for Implementation	Responsibility for Resourcing (if applicable)	Anticipated Completion Date
12. We recommend that administration work with faculty to streamline and simplify the way in which teaching assignments occur in cases of multiple cross appointments. We were struck with what seemed to be an ongoing issue of having to negotiate to teach in either program--and stress the importance of more stability and less effort in maintaining faculty connection.	Dean of FLA, Dean FGPS, and SJCE		February 2022

**Unit Update:** Please see the response to Recommendation #11. We agree that staffing SJCE courses continues to be challenging and we would be pleased to work the administration to find a solution that broadens the teaching opportunities for Laurier faculty while addressing economic pressures.

**Liberal Arts Decanal Comments:** Please see my response to Recommendation #11.

**FGPS Decanal Comments:** Likewise, please see my response to Recommendation #11.

**Program Review Sub-Committee Comments:** The committee recognizes the challenges described by the review committee and the program in this recommendation and response and encourages the program to continue these discussions with the relevant Deans. No further reporting is required.

Recommendation to be Implemented (from Final Assessment Report)	Responsibility for Implementation	Responsibility for Resourcing (if applicable)	Anticipated Completion Date	Additional Notes
13. We further recommend that the administration implement a way for faculty to be appointed to graduate programs--ensuring availability for teaching and increased visibility of a program. While SJCE is clearly successful already, it can build on its offerings by bringing more faculty in, faculty who know they 'belong' to the program.	Dean FGPS, Senior Admin		Fall 2022	Within university discussion of membership on the Graduate Faculty policy renewal

**Unit Update:** While the SJCE agrees with this recommendation, it is beyond the purview of the program. Please

see responses to Recommendations #11 and #12. We are willing to work with the administration to find mechanisms to help faculty deepen their sense of belonging to the program.

**Liberal Arts Decanal Comments:** After departmentalization, faculty members are appointed to the department rather than to programs within the department. Cross-appointment has budgetary implications if it's more than 10%, if we are talking about appointing non-FLA faculty members to the department. I've discussed program level budget with the coordinator last year; the program is quite far from enrolling enough students to cover its costs. It is important to recognize that cross appointing non-FLA faculty members to SJCE will add to the budgetary pressure that the program is already facing.

**FGPS Decanal Comments:** Growth and diversification of our graduate programs are a fundamental aspect of Laurier's aspirations as a comprehensive university. We need to consider how we can best serve our graduate students and that includes ability to draw on faculty members from multiple departments/faculties to support graduate programs such as SJCE.

**Program Review Sub-Committee Comments:** This recommendation is similar in nature to others presented by the review committee, and thus, the committee's response is similar as well, as it has limited capacity to help effect change in this regard. No further reporting is required on this recommendation, but the program is encouraged to do what it can to grow the SJCE program so that other staffing solutions may be available to it. As the Dean of Liberal Arts notes, in a financially constrained environment, adding additional costs to the operations of a program may not be feasible.

Recommendation to be Implemented (from Final Assessment Report)	Responsibility for Implementation	Responsibility for Resourcing (if applicable)	Anticipated Completion Date
14. We recommend that the SJCE graduate coordinator be appointed for a three-year term, rather than the current one-year, bringing it in line with common WLU practice.	Dean FLA, SJCE		Fall 2021

**Unit Update:** The SJCE graduate coordinator continues to be elected for a one-year term, as dictated by the Collective Agreement.

**Liberal Arts Decanal Comments:** Our practice is in line with the Collective Agreement.

**FGPS Decanal Comments:** As stated, the practice of annual appointment is aligned with the Collective Agreement.

**Program Review Sub-Committee Comments:** No further reporting on this recommendation is required, since the current process being followed is outlined in the Collective Agreement.

Recommendation to be Implemented (from Final Assessment Report)	Responsibility for Implementation	Responsibility for Resourcing (if applicable)	Anticipated Completion Date	Additional Notes
15. It is unusual to offer a recommendation in a section that is more focused on assuring quality metrics as outlined here. However, we want to stress here, again, the need for a more planned and developed process to ensure ongoing teaching stability to both programs, and that graduate supervision be appropriately recognized--ensuring that faculty not teaching will nonetheless agree to supervise MRPs.	Dean FLA		No date	Subject to priorities for the Faculty as determined by the incoming new Dean of the FLA

**Unit Update:** Whenever possible, teaching in the SEJ program has mostly been covered by faculty in ILSJ (e.g. SOJE250) with the occasional course taught by contract academic staff. Since several courses are cross-listed, faculty from those programs also teach some SOJE courses (e.g. ID/SOJE120).

Within SJCE most courses are taught by faculty within FLA, as part of their regular load. The difficulties of faculty from outside FLA teaching into the program are outlined in Recommendations #11 and 12.

Regarding MRP supervision, SJCE would note that despite the desire among program members to supervise students, it often falls to a few faculty to undertake quite a bit of the supervision. This occurs because many of the MRP topics chosen by the students align with the expertise of these faculty. We wish to recognize the service burden on our faculty members and note that we appreciate the amount of work and dedication provided by these individuals.

We note that provision 18.2.1.3.e (i) of the full-time collective agreement allows faculty to apply for one course remission for research, teaching or graduate supervision beyond the established norms. While this is useful for the SJCE faculty who undertake much of the supervisory work, with the annual cap of 65 available courses releases, the work in graduate supervision may or may not be appropriately recognized. Instead we would like to advocate for a dedicated mechanism to recognize and compensate supervisory labor. We encourage WLUFA to continue to raise this issue during bargaining and request that administration seriously consider the idea given the incredible amount of labour supervision adds to workload.

**Liberal Arts Decanal Comments:** I agree with the unit that compensation for supervision is a collective bargaining issue, and the faculty is not in the position to deviate from the Collective Agreement.

**FGPS Decanal Comments:** I appreciate the efforts and dedication of faculty members to supervise graduate students completing their MRPs. As Laurier continues to strive towards firmly establishing itself as a comprehensive university and with growth in the diversity and capacity of our graduate programs an objective of



the Strategic Academic Plan, we need to consider new models that recognize contributions of faculty to graduate student supervision.

**Program Review Sub-Committee Comments:** The number of recommendations related to faculty stability in the SJCE program make it clear that this was an important issue to the review committee, and to the program as well. As has been noted, the Collective Agreement currently outlines how graduate student supervision is recognized, and it is not possible to deviate from this at the program-level. Presumably, if this is determined to be an issue at the institutional level, it will work its way into future bargaining processes. No further reporting on this recommendation is required.

Recommendation to be Implemented (from Final Assessment Report)	Responsibility for Implementation	Responsibility for Resourcing (if applicable)	Anticipated Completion Date	Additional Notes
16. We recommend that the administration undertake a comparative review of financial packages offered at other universities, to ensure that its offers are staying competitive and enabling the program to continue to attract the best students for the program.	SJCE		Fall 2022	Based on environmental scan of comparable and/or competitor programs, best undertaken by the program faculty via disciplinary contacts.

**Unit Update:** SJCE continues to advocate for a review of Laurier's graduate funding structure to make it more competitive to outstanding prospective domestic students. We note that some of our top candidates choose not to come to Laurier because the financial support packages are stronger at other institutions. We also wish to advocate for funding for international applicants.

**Liberal Arts Decanal Comments:** Given our financial situation, Laurier is not in the position to compete with other institutions in funding support, though I agree that we should continue to review our funding packages to ensure that they remain competitive.

**FGPS Decanal Comments:** Financial pressures currently faced by the institution certainly make increasing funding to domestic and international graduate students challenging to consider. However, GTA rates have increased, and will increase annually, following the new Collective Agreement for 2023-2026. Are there opportunities for faculty members to secure research grants with budgets to support graduate students with research assistantships or studentships to increase their level of funding and to remain competitive?

**Program Review Sub-Committee Comments:** The issue of graduate student funding is an institutional, rather than program-specific issue, and one that certainly being monitored, while balancing this need with the financial realities of the university. It is positive to hear that GTA pay rates will be increasing as one mechanism to ensure



that graduate students receive adequate financial support. It is recognized that funding packages play a role in students' acceptance of offers to the program, and that Laurier does need to be able to offer students funding packages that will attract them to the program and institution. Since the completion of this recommendation is outside of the control of the program, no further reporting is required.

Recommendation to be Implemented (from Final Assessment Report)	Responsibility for Implementation	Responsibility for Resourcing (if applicable)	Anticipated Completion Date	Additional Notes
17. While outside the scope of the review report process, we nonetheless also recommend that the WLU administration work to find ways to support international student applications and admissions to this program (and others). In an increasingly globalized world, where the emphases of social and environmental justice work are transnational (as evinced, for instance, in the global uptake of movements like Black Lives Matter, the attention to decolonizing work almost everywhere, and the central recognition of sexual and gender-based violence worldwide), a student cohort reflective of a larger geography than Ontario or even Canada is both desired and needed.	SJCE, Dean FGPS		Fall 2022 and ongoing	Based upon strategic outreach initiatives and recruitment efforts of the program, priorities of the Faculty, and availability of financial support (particularly for international students who may experience financial exigencies if not adequately prepared for the cost of a year of study in Canada).

**Unit Update:** The SJCE program agrees with this recommendation and through the incorporation of international students or other initiatives is willing to work with administration to facilitate implementation.

**Liberal Arts Decanal Comments:** As the program has reported, we are seeing an increased number of applications from international students for 2024-25, which is beneficial to the program.

**FGPS Decanal Comments:** Increasing enrolment of international graduate students is a priority for the institution and with the increase in confirmations, it is clear that SJCE is attractive beyond the domestic market. The FGPS will continue to support and work with SJCE (and all our graduate programs) in the application and admissions processes. For instance, we intend to continue to offer training sessions for both graduate coordinators and graduate administrative assistants in this area.

**Program Review Sub-Committee Comments:** Since this cyclical program took place (2020-2021), there has been significant institutional effort made to recruit and admit international graduate students, particularly at the graduate level. It is important that international students have the appropriate program-specific and institutional supports to ensure their academic success and overall well-being during their studies in Canada. Updates provided throughout this report indicate that the SJCE program has seen its international student numbers increase, which is seen as desirable by the program and the review committee. The committee recommends that the program stay informed about changes in international graduate student visa regulations. No further reports on this recommendation are required.

## **ADDITIONAL COMMENTS**

**Dean of the Faculty of Graduate and Postdoctoral Studies:** A strength of SJCE is its multifaceted focus on both scholarship and practice via coursework, a community placement, and a major research project, which collectively provide a broad scope of theoretical and experiential learning opportunities that are attractive to MA students. I appreciate the dedication of the graduate coordinator and faculty to support SJCE, including the level of engagement required to increase international graduate student enrolment and supervise MRPs, and commend the program for their progress in implementing recommendations.

**Program Review Sub-Committee:** In reviewing this report, the committee acknowledged the recurrent themes present in many of the recommendations, such as the restarting of the SEJ Major and the need for faculty stability in the SJCE program. While the implementation of many of the recommendations made by the review committee are outside of its control, the updates provided identify many creative ways that the SEJ + SJCE programs are trying to offer attractive, applied and flexible programs to its students. The programs are commended for the changes that have been made since the 2020-2021 cyclical program review, and will not be required to submit any further Implementation Reports in advance of the next review, currently scheduled for 2027-2028. The committee wishes the programs good luck with their ongoing initiatives.

**Subsequent Report Required: No**