

FINAL ASSESSMENT REPORT AND IMPLEMENTATION PLAN

PROGRAM UNDER REVIEW

PROGRAM	SENATE APPROVAL DATE	PREPARED BY
History BA & MA	September 10, 2021	Provost and Vice-President, Academic and Research

A. SUMMARY OF REVIEW PROCESS & LISTING OF PROGRAMS UNDER REVIEW

SELF-STUDY REVIEW TIMELINE	DATE
1. Self-Study Presented to AQAPC	Oct. 23, 2020
2. Site Visit Conducted	Jan. 18, 20, 22 & 25, 2021 – <i>Virtually (COVID)</i>
3. Reviewer’s Report Received	Feb. 3, 2021
4. Internal Reviewers Response Received	Mar. 30, 2021
5. Dean’s Response Received	Mar. 30, 2021

The members of the review committee were:

- Dr. Jacqueline Murray, University of Guelph (External)
- Dr. Lisa Todd, University of New Brunswick (External)

The academic programs offered by the Department which were examined as part of the review included:

- Bachelor of Arts
- Master of Arts

This review was conducted under the terms and conditions of the IQAP approved by Senate on October 19, 2018, Re-ratified and approved by Quality Council (COU) April 26, 2019.

B. PROGRAM STRENGTHS

The History department’s programs align with the university’s mission and academic plan. They are committed to student-centered learning in small classroom environments that deliver high impact learning experiences that prioritize the development of crucial skills such as the ability to identify, understand, analyze, and produce arguments.

The department is also committed to high-impact student experiences, as is evident in their experiential learning courses, including European travel study, training of research assistants, and their on-going organization of the annual undergraduate research conference.

C. OPPORTUNITIES FOR IMPROVEMENT AND ENHANCEMENT

External Reviewers Recommendation #1 a). Faculty Complement: We recommend the university set as its long-term goal, establishing five tenure track positions to return the department to its 2014 complement. In the immediate term, we recommend it advertise and fill the tenure track appointment requested for 2021, in the Global South or the Islamic World. We further recommend the department establish and regularly update hiring priorities that reflect current and emerging strengths, new opportunities, and developments in the discipline of History more broadly. This document will form the basis for additional positions as they become available.

Unit's Response: 1. Faculty Complement: *Since 2014, the History Department has lost four full-time faculty members (Clendinning, Noël, Muhlberger, Morrell), two full-time seminar instructors (Crane, Murton-Stoehr) who also developed and taught courses in the department, and a LTA-2 (Ferry), amounting to more than 600,000 in savings to the university. These losses have seriously compromised the temporal and geographical breadth of our program. As a result, we now rely heavily on precarious part-time instructors to deliver core elements of our program, including in the areas of service learning, First Nations, Treaty, and African histories, and to deliver our popular WAG certificate/minor. If the department is to make a long-term contribution to EDI, faculty renewal is required to address imbalances in areas such as gender and race. Certainly, our efforts to decolonize and Indigenize our department will be limited without an Indigenous historian in our midst. We also need a commitment to stable and predictable employment for our contract faculty members, particularly because the elimination of the seminar instructor positions meant the loss of two continuing ten-month contracts. These recommendations remain largely outside our control; nonetheless, we recognize, as our reviewers do, that faculty renewal (short-term: 1 tenure-track position in Global South or Islamic World; long-term: 4 tenure-track positions) as well as stable contract faculty positions, are necessary to ensure that our exemplary and innovative programs not be eroded in ways that weaken the university's ability to attract and retain undergraduate and graduate students, as well as committed award winning faculty. In March 2021, the department will strike a sub-committee to consider the ways in which the department can respond to and mitigate the precarious working conditions of our colleagues.*

Administrative, Marketing and Media, Library and Archival Support

The History Department is grateful for the support they receive from colleagues in the Arts and Science Office, Faculty and Administrative Support Services, Marketing, and the Harris Learning Library. We want to make clear that we value the work of our colleagues in these areas and know they too are overworked. It is nonetheless a fact that the History Department needs more professional marketing, administrative, and archival/collections support to fully realize many of the recommendations outlined in this report (2, 3, 5, 7, 8, 9, 10), including recruitment and marketing for OMAH, C-WAG, and our Certificate Programs Recruitment and Marketing; initiating and establishing fundraising and endowments; developing revenue-stream non-credit certificate options; contacting and following up with target audiences; crafting and sending marketing material; enhancing and maintaining our social media presence; deepening archival and library holdings in support of research and teaching.

Dean's Response: I acknowledge that the department has made extensive contributions to the Faculty of Arts and Science over the years. The department members are active researchers and curriculum innovators. Since 2014, 4 tenured faculty with diverse specializations retired, and 1 LTA 2 was not renewed. Furthermore, 2 full-time seminar instructor positions were eliminated due to budgetary constraints. Since 2014, the department was granted only 1 tenure-track position (Dr. Steven Connor). During this time, the department has made many innovative changes to its offerings. The History faculty launched the WAG Certificate and Minor; implemented indigenous ways of knowing into its curriculum in response to TRC; developed an OMAH program; and continued to implement strategies of enhancing student enrolment and experience.

At a smaller, primarily undergraduate institution like Nipissing University, positions are allocated in the broader context of Arts and Science strategic planning and overall programs. Given the context, the recommendation to allocate 5 new tenure-track positions to the History program is not viable in the near future. With the changing PSE climate and its shift towards interdisciplinary programming, cross-appointments are important means of strengthening curricular innovation and program opportunities. The Department's recent initiatives are well-aligned with this paradigm shift. In 2019-2020, the PVPAR initiated a cluster hire process, allocating 2 Indigenous Studies

positions to the Faculty of Arts and Science. The new tenure-track faculty members work closely with the Department of History and other Arts and Science programs on developing a curriculum that responds to the TRC and incorporates decolonizing, indigenous ways of knowing in the curriculum. An additional cluster hire is anticipated in the future. The cross-appointment with History would be of great benefit to the History department's initiatives and strengths in decolonizing, indigenous pedagogies and research.

Given the strategic nature of position allocation, further discussions regarding faculty renewal, interdisciplinary collaborations, and cross-disciplinary synergies will take place at the Faculty of Arts and Science Retreat in the summer of 2021.

Provost's Response: I agree with the Dean and also want to emphasize that faculty positions have to be considered within the broader context academic planning and are not considered as a result of the external review. The external reviewers were aware of this.

External Reviews Recommendation #1b): We recommend that the department build on its successful collaboration with Geography for a shared CRC and cultivate additional opportunities for shared appointments (eg. Classics and Medieval History; Political Science and Genocide Studies).

Dean's Response: I agree with the reviewers. As I noted above, cross-appointments with other programs would provide the History department with further opportunities to enhance its excellent innovative programming.

Provost's Response: Agreed.

External Recommendation #2: OMAH: Recruitment and Marketing: The curricular and program innovation of the History department is seen in the development of the OMAH program, which is unique among departments of History in Canada (as discussed above). This program offers an opportunity to increase the profile of Nipissing University, lead to significant increases in enrolment in both the undergraduate and graduate programs, and to attract international students, particularly from the United States. This can be achieved through targeted marketing beyond the traditional view books, the Ontario Universities Fair, and high school visits. This plan could include electronic emails to organizations of secondary history teachers and notices and/or articles in the CHA Bulletin, University Affairs, the American Historical Association's newsletter, Perspectives, and similar print or online publications. Such notices might be enhanced through social media and webinars offered by members of the department.

Unit's Response: *We welcome the opportunity to advertise the OMAH program, the only one of its kind in the country, more widely in support of recruitment; however, professional marketing and administrative support (Recommendation 10) is essential.*

Dean's Response: I agree with the reviewers. Marketing our programs is crucial to generating healthy enrolments and promoting our programs to diverse groups of students and community members. The Dean continues to work with Marketing, Communications, and Recruitment on a promotional strategy that involves social media, community outreach, and university fairs. The Dean proposed that Marketing, Communications, and Recruitment representatives attend Arts and Science Executive and Faculty Council to participate in the proper framing and promoting of Arts and Science programs to domestic and international students, but also community partners. The implementation is underway.

Provost's Response: I applaud the Dean's initiative on this. I agree that Marketing is under resourced at the University, and that we should market more and better.

External Reviewer's Recommendation #3: The new Centre for the Study of War and Genocide (C-WAG) is a strong addition to the History Department. To encourage short-term growth and long-term stability in the C-WAG, we encourage the following:

- a. Organize a high-profile launch / official opening of the C-WAG. Though daunting during a campus closure, there is also opportunity for a Zoom event (advertised in the local and national media and on social media platforms) that will attract national and international participation not otherwise feasible. Following the launch, continue to advertise the activities of the C-WAG through various channels. This will encourage faculty support of the centre and will recruit students outside the standard university recruitment methods.
- b. Advertise the program to both Indigenous and International students, ensuring the descriptor language is sufficiently global, and emphasizes existing Indigenous research methodologies within the faculty.
- c. Ensure the workspace, and its resources, are accessible to both undergraduate and graduate students, and encourage students at all levels to develop several skills sets that are transferable to numerous careers.
- d. Consider building links with the University Archives to bolster both sets of collections and provide access to crucial technologies.
- e. Investigate the longer-term possibility of courses leading toward certificate programs for professionals and life-long learners, but only with sufficient faculty time and resources.
- f. Ensure that long-term funding is secured and the physical spaces maintained by the university.

Unit's Response: *We are excited about the opportunities C-WAG provides for short and long-term growth and stability in the department. We are grateful for the suggestions outlined here and intend to organize a high-profile launch, advertising it widely. We also see C-WAG as a site for recruitment, establishing and supporting teaching and learning relationships and intellectual community within and without the university.*

Dean of Arts and Science Response:

- a) I agree with the reviewers;
- b) I agree with the reviewers;
- c) Nipissing University's mission is centered on access. Space allocation is overseen by Facilities. The Dean will arrange for a meeting with Facilities to discuss options and next steps.
- d) The department already has considerable links with archives across North America and Europe. Further expansion of these efforts will be encouraged.
- e) The development of a Continuing Education framework is currently in progress and will be overseen by the Dean of Teaching. In interim, the Faculty of Arts and Science is running several pilot courses for community engagement purposes. The framework for the existing pilots can also be applied to graduate studies courses until the Continuing Education strategy has been developed/finalized.
- f) In sum, the CWAG is an excellent contribution to Arts and Science. At the moment, centres fall under the jurisdiction of the Dean of Graduate Studies and Research as they are research oriented and funded by external agencies. While their focus is primarily on research, universities across North America are increasingly expanding centres into administrative units that span both teaching and research (similar to Schools, for example). Such an expansion should be considered to further Faculty of Arts and Science commitment to creating innovative administrative structures that focus on cultivating unique learning experience for students and enhancing teaching and research excellence.

Dean of Graduate Studies and Research Response #3:

- a) The C-WAG has secured CFI funding (40% Federal) to support the development of physical space to house the Centre. We have applied for Ontario Ministry of Research and Innovation matching funding (40%) to support the project. The remaining 20% is Nipissing University's contribution to the project and will be part of the 2021/22 budget. Once all funding partners have been confirmed the Office of GSR will work with Facilities, the Office of External Relations, and the C-WAG group to organize an official launch of the project. Once construction is complete, the Office of GSR, CWAG and External Relations will work on an official opening of the Centre.
- b) I agree with the reviewers. Nipissing University has established a Manager, International Recruitment & Admissions position to help facilitate the recruitment of international students.

c) As mentioned above, space allocation is overseen by Facilities. There is designated space allocated for graduate students. The History students have traditionally made use of this space. In addition, the new C-WAG will provide resources and space for students.

d) Further expansion and development of archives will be encouraged and facilitated through the Executive Director of Library services.

Provost's Response: Again, I agree in principle but want to ensure that the limited resources are used in a way that have maximum impact across our programmes. Researchers are encouraged to ensure that funds obtained for equipment and facilities include funding for community engagement, marketing etc.

External Reviewer's Recommendation #4: Seminars: We recommend the department continue to offer seminars in first-year courses, in adherence to Nipissing University's mission to "provide an exceptional and personalized student experience." We encourage the department to examine alternative pedagogies to support this while reducing faculty voluntary contact hours.

Unit's Response: *We remain committed to seminar learning and responding to the contexts in which we are working to continue to provide an exceptional and personalized student experience." We will continue to provide seminars. Based on conversations with Drs. Murray and Todd, we will explore the possibility of developing experiential learning courses for OMAH students to train them in seminar leadership and engage them alongside faculty in seminar instruction. Dr. Hilary Earl and Dr. Derek Neal will review our current approach to seminar learning, explore different options, and present them to the department in fall 2021. We will work toward implementing programmatic changes by the winter 2023.*

Dean's Response: The department has been encouraged by the reviewers to consider innovative ways of offering first-year seminars. I agree with the reviewers. Other Arts and Science departments have revised their first-year courses to incorporate 'seminar-like' discussion components into their first-year courses. The program has already begun discussions about first-year courses program/curriculum updates.

Provost's Response: Much work has been done in higher education on flipped classrooms and could be useful to this conversation.

External Reviewer's Recommendation #5: Certificate Programs: We recommend the department and university implement the Societies in Transition Certificate and that they investigate the feasibility of extending this and the WAG Certificate, through alternate means of delivery (intensive weekend; short courses), to alumni, working professionals, life-long learners, and other interested individuals, leading to "non-credit" certificates. We further recommend that all market-based fees from these extension courses flow directly back to the department to support these and other activities.

Unit's Response: *In January 2021, we submitted our Letter of Intent to develop the Societies in Transition (SIT) certificate to the Vice President Academic and Research (VPAR). We will continue to move the certificate towards implementation. Dr. Katrina Srigley will lead this initiative. From the outset, the intent of our certificates (WAG and SIT) has been to develop alternative means of delivery, including non-credit certificates that may act as a source of revenue for the department and university; however, we require clear university policy on non-credit certificates and micro-credentialing, continuing education programming, compensation and workload. This includes clarity about whether revenue will be invested in the department or A&S at the very least.*

Dean's Response: The Certificate in Societies in Transition aligns with the Nipissing University strategic mission and the Dean of Arts and Science Arts and Science Recommendations document in terms of priorities and commitment to decolonizing, indigenous pedagogy and research. On January 31, 2020, the Arts and Science Faculty Council struck an ad hoc indigenization and decolonization committee to guide Arts and Science Faculty's process of responding to TRC Calls to Action. As outlined in the Dean's Report on the Arts and Science Recommendations Initiatives 2019-2020, the recommendations of the committee included commitment to removing obstacles that hamper the process of indigenization and decolonization; fostering community engagement; and earmarking adequate funds to support the process.

The Certificate in Societies in Transition is an excellent initiative supported by both the Dean and the PVPAR. The PVPAR recommendation is to develop both a Minor and a Certificate option for students and community members, the certificate option serving the community and providing micro-credentialing opportunities. Further discussions regarding micro-credentialing and the role of certificates are in progress. The Dean will meet with the department to discuss next steps. The Dean will assist the department in shepherding the proposal through the NU curriculum approval process and formulate a marketing plan with Marketing and Recruitment once the new curriculum initiative has been approved.

Micro-credentialing and professional certificates will fall under the Continuing Education and the Dean of Teaching. The pricing and revenue allocation framework will be developed shortly. Further discussions are in progress.

Provost's Response: I agree with the Dean

External Reviewer's Recommendation #6: We recommend the university restore departmental funding for MA students to present research and engage in scholarly activities to its 2014 level of \$1500.

b. We recommend the department implement a formal orientation program for History graduate students, perhaps in conjunction with the university orientation, and that the department implement further community-building activities for MA students throughout the year.

Unit's Response: *The COVID context presents significant barriers to fostering community for our students and faculty. We are committed to a healthy graduate student community, as evidenced by our cohort and OMAH programming, support for departmental gatherings that include graduate students, and capstone student experiences, including robust mentorship through graduate assistantships, conference and 3MT participation. As the reviewers note, maintaining this work does require that funds be reinstated to our Graduate Research and Travel budget line. We will revisit our current orientation program for History graduate students. Dr. Stephen Connor and graduate student representatives Alana Javanainen and Casey Monkelbaan will initiate a review of our existing orientation. They will provide recommendations to the department for improvements moving forward in May 2021.*

Dean of Arts and Science Response: Research and scholarly activities are supported by the Office of the Dean of Graduate Studies and Research and researchers' external funding.

Dean of Graduate Studies and Research Response: Graduate student travel is funded centrally through the School of Graduate Studies. All graduate students are eligible to apply for funding to support travel to present research and engage in scholarly activities.

b) The School of Graduate Studies hosts Graduate Orientation each year. The sessions provide an opportunity to disseminate general information about Graduate Studies at Nipissing and specific program information. The program specific sessions are facilitated through the Graduate Coordinators.

Provost's Response: I agree with the Dean above. I would also note that recommendations along the lines of "restore funding" to an activity are not particularly useful as they have to be examined in the context of all other funding that would similarly need to be restored.

External Reviewer's Recommendation #7: Marketing and Media: The Department of History abounds with good news stories that reflect well upon the whole of Nipissing University.

a. We recommend the University Media Relations Office reach out to department members to learn about their activities, events, publications and awards and issue press releases and arrange media interviews with local newspapers, CBC Radio North and other local media to enhance the profile of the university.

b. We recommend the University arrange for a major announcement and public launch of the Centre for the Study of War and Genocide, including inviting dignitaries (Chancellor, MP, MPP, Minister of TCU, Mayor, Elders, etc.) and arranging for extensive media coverage on at least the provincial if not national level, given the uniqueness and importance of this centre.

c. We recommend the University implement a shared online public calendar of events that provides information about on campus events to all sectors of the campus and to the community. This will ease scheduling of events and avoid double booking, as well as enhance the university's external profile.

Unit's Response: *We welcome the opportunity to work with the Media Relations Office and concur that this support will enhance the profile of the department and the university. Over the next academic year, Dr. Katrina Srigley will lead this initiative, particularly as it relates to finding ways to highlight departmental success stories, advertising OMAH more widely, and ensuring we properly "launch" CWAG when funding has been formally announced.*

Dean's Response:

a) I agree with reviewers that this would be an ideal process. Unfortunately, External Relations and Alumni Offices currently do not have the capacity for a regular departmental outreach. Instead, departments can notify respective offices by filling out an Event Form that triggers further steps from External Relations. If an event is entered in the form, the event is automatically populated in a shared online public calendar of events that is featured on the Nipissing University website. To discuss a marketing strategy for Arts and Science programs, the Dean has recently met with the Director of External Relations and Associate Registrar-Student Recruitment to discuss further strategies to promote History and Arts and Science programs at large.

b) The public launch will be held once the respective funding agencies made the official announcement. The launch will be handled by the Office of External Relations in collaboration with the Deans (Dean of Graduate Studies and Research; Dean of Arts and Science).

c) The university has had a shared online public calendar of events for some time. The Event Form is on the university website and is easily accessible.

Provost's Response: I agree with the Dean.

External Reviewers Recommendation #8a): **We understand the university will soon be establishing new centralized priorities leading to a major campaign. We would like to recommend that the university include in its institutional priorities an endowment fund for the Centre for the Study of War and Genocide. As an institutional priority, C-WAG would be of great interest to donors concerned to have their gifts directed towards social justice and human rights nationally and globally.**

b. In the immediate term, we recommend the university provide the Department of History the opportunity to engage in localized and contained fundraising to support departmental initiatives that contribute to intellectual dynamism on campus. This might include such activities as support for the ongoing Clendenning Memorial Lecture or the Undergraduate Research Conference.

c. We recommend the Alumni Office provide to the Department of History a list of History alumni (BA and MA) with contact information, so the department may contact them to invite them to public events and to make small scale "annual fund" style donations in support of departmental activities, as per recommendation 2.

Unit's Response: *We look forward to news of a major campaign. To be successful the Alumni Office and fundraising require robust support. The department welcomes the suggestion that we be permitted to secure endowments for C-WAG and the Clendenning Memorial Lecture should an opportunity present itself; yet, we caution that faculty are not fundraisers. We are happy to receive contact information from Alumni to extend our email list established for the seminar series; however, once again, the long-term success of this approach requires administrative support for such tasks. Over the next academic year, Dr. Katrina Srigley will connect with Alumni and External Relations to discuss these initiatives.*

Dean's Response:

a) The Deans (Dean of Arts and Science & Dean of Graduate Studies and Research) will coordinate with the PVPAR and Office of External Relations to develop fundraising and endowment strategies.

b) As noted above, the Deans will coordinate with the PVPAR and Office of External Relations to develop fundraising and endowment strategies that are in alignment with Nipissing University mission and Arts and Science recommendations that highlight commitment to the indigenization and decolonizing process; equity, diversity, inclusion, and access; high-quality student experience; program innovation; teaching and research excellence; and community outreach.

c) Outreach to Nipissing Alumni is navigated through the Alumni Office. The department is encouraged to meet with the Alumni Office representatives to discuss promotional and outreach strategies.

Provost's Response: The History Department is welcome to make proposals for the capital campaign through the Advancement Office who are responsible for the Campaign. The goals will be likely determined in such a way that the impact is as broad as possible within Nipissing and substantially contribute to its sustainability. I would suggest that the Department seeks to establish and build on synergies that exist more broadly with Arts and Science as it considers the framing of such a proposal.

External Reviewer's Recommendation #9a): Library: We recommend the Library acquisition budget to support the BA and MA programs in History be doubled immediately, to return it to 2014 levels.

b. We recommend the library work with faculty to develop targeted library orientation sessions to meet the needs of History students specifically.

Unit's Response: *We look forward to working with our colleagues at the Library to develop targeted library orientation sessions. We concur that our acquisitions budget, flagged as a problem in our last review, continues to seriously "jeopardize the department's ability to continue its mandate- to ensure a high quality of education for all levels and to promote and sustain its research-intensive agenda." A well-supported archive with a mandate to broaden its collection will strengthen the research culture of the university by attracting a wider number of graduate students to our university and increasing the quality of research produced at the institution. Dr. Jamie Murton will work with our colleagues in the library to identify areas of improvement for students, library staff, and faculty. Dr. Murton will initiate consultation this spring (2021) and work with library staff to implement changes over the next academic year (2021-2022)*

Dean's Response:

a) While an increased budget would be ideal across the sector, the acquisition budget depends on the overall budget health of the institution. The university has been active in finding efficiencies and strategies to support academic initiatives.

b) While the Department has already selected a departmental representative to liaise with the Library, the Dean will follow up with the Executive Director of the Library to discuss next steps. Further engagement with the Library representatives will be of great benefit.

Provost's Response: This work can be done through continued collaboration between the Department and the Library within the constraints of the budget.

External Reviewer's Recommendation #10: Administrative Support: We reiterate the 2014 recommendation that the university hire a dedicated administrative support person, even if that position is shared across multiple departments. This would relieve some of the onerous administrative burdens on the Chair and other faculty members and provide a point of contact for undergraduate and graduate students.

Unit's Response: *There is no doubt that departments need "dedicated administrative support" to relieve pressure on department chairs, graduate advisors and support personnel in A&S, FASS, Print Plus, Marketing and Media Relations. We are the only History Department in the country without a dedicated administrative assistant to maintain departmental records, easing the transition between Chairs, help manage departmental outreach with students, community members, and colleagues inside and outside the university, support enhanced marketing.*

Dean's Response: In 2018, this recommendation was implemented. An office administrator for the Office of the Dean of Arts and Science was hired to provide supports to Arts and Science departments (14 departments in total). While all departments, including administrative units, could benefit from additional administrative supports, Nipissing University is not in a position to hire more staff in the near future.

Provost's Response: Agree with the Dean.

External Reviewer's Recommendation #11: Common Room: We reiterate the 2014 recommendation that the department be provided with a modest common physical space for faculty and students to meet and gather. It would benefit from a lounge area with soft seating that promotes conversation.

Unit's Response: *We are excited by the university's investment in C-WAG and believe this will offer the department a common physical space to promote community for students, colleagues, and community members.*

Dean's Response: I agree that a better co-location of the department is needed. Some of our Arts and Science departmental units are not properly marked/labelled as such. The Dean will discuss with the Facilities. The CWAG common space will provide the department with further visibility and allow for a gathering space for students, faculty, and community partners.

Provost's Response: Should the Faculty of Arts re organize in larger units such as schools, it may become possible to restructure physical space to include this type of space.

D. IMPLEMENTATION PLAN

Below are the recommendations that require specific action as a result of the Cyclical Program Review, along with the identification of the position or unit responsible for the action in question. Notwithstanding the position or unit identified as responsible for specific recommendations, the Dean of the Faculty has the overall responsibility for ensuring that the recommended actions are undertaken and monitoring the progress of the action.

RECOMMENDATION #1 : FACULTY COMPLEMENT	RESPONSIBLE POSITION/UNIT (FOR RESOURCES)
Department continues identify and define (cross) appointment needs and opportunities through the annual academic planning process.	Department
	RESPONSIBLE POSITION/UNIT (FOR TAKING ACTION)
	Department
MONITORING INTERVAL(S): Annual	PROJECTED COMPLETION DATE: Continuous
RECOMMENDATION #2 & #7: RECRUITMENT AND MARKETING	RESPONSIBLE POSITION/UNIT (FOR RESOURCES)
Department continues to collaborate with, and advise, Recruitment and Marketing on how to promote its programmes	Department
	RESPONSIBLE POSITION/UNIT (FOR TAKING ACTION)
	Department with Recruitment and Marketing
MONITORING INTERVAL(S): Annual	PROJECTED COMPLETION DATE: Continuous
RECOMMENDATION #3: C-WAG	RESPONSIBLE POSITION/UNIT (FOR RESOURCES)
C- WAG falls under the Nipissing Policy on Centres and Institutes and is expected to be externally funded.	C-WAG
	RESPONSIBLE POSITION/UNIT (FOR TAKING ACTION)
	C- WAG

MONITORING INTERVAL(S): As per Funder requirements	PROJECTED COMPLETION DATE: As per funding agreements
RECOMMENDATION #4: SEMINARS	RESPONSIBLE POSITION/UNIT (<i>FOR RESOURCES</i>)
Department is encouraged to continue to develop and identify innovative, effective and financially sustainable models of programme delivery.	Department
	RESPONSIBLE POSITION/UNIT (<i>FOR TAKING ACTION</i>)
	Department
MONITORING INTERVAL(S): Annual	PROJECTED COMPLETION DATE: Continuous
RECOMMENDATION #5: CERTIFICATE PROGRAMS	RESPONSIBLE POSITION/UNIT (<i>FOR RESOURCES</i>)
Department is encouraged to develop both minors for degree seeking students at Nipissing and certificates for other learners. It is expected that NU will have a framework for micro-credentials in place by December 2021, and that the currently proposed SIT certificate will align with that framework	Department with Dean and Provost
	RESPONSIBLE POSITION/UNIT (<i>FOR TAKING ACTION</i>)
	Department with Dean
MONITORING INTERVAL(S): Continuous	PROJECTED COMPLETION DATE: May 2022 for SIT
RECOMMENDATION #6: GRADUATE PROGRAM	RESPONSIBLE POSITION/UNIT (<i>FOR RESOURCES</i>)
Department will advise graduate students to apply through School of Graduate Studies	School of Graduate Studies
	RESPONSIBLE POSITION/UNIT (<i>FOR TAKING ACTION</i>)
	School of Graduate Studies
MONITORING INTERVAL(S): Continuous	PROJECTED COMPLETION DATE: Continuous
RECOMMENDATION #8: ALUMNI AND FUNDRAISING	RESPONSIBLE POSITION/UNIT (<i>FOR RESOURCES</i>)
Department support and collaborate with the Nipissing University capital campaign to identify goals and strategies that support the academic mission of the University	Department
	RESPONSIBLE POSITION/UNIT (<i>FOR TAKING ACTION</i>)
	Department with Advancement
MONITORING INTERVAL(S): Continuous	PROJECTED COMPLETION DATE: Continuous
RECOMMENDATION #9: LIBRARY	RESPONSIBLE POSITION/UNIT (<i>FOR RESOURCES</i>)
Department works with the Library to advise on the best use of the resources available.	Department with Library
	RESPONSIBLE POSITION/UNIT (<i>FOR TAKING ACTION</i>)
	Department with Library
MONITORING INTERVAL(S): Continuous	PROJECTED COMPLETION DATE: Continuous
RECOMMENDATION #10: ADMINISTRATIVE SUPPORT	RESPONSIBLE POSITION/UNIT (<i>FOR RESOURCES</i>)
No additional administrative staff will be hired for the Department at this time.	n/a
	RESPONSIBLE POSITION/UNIT (<i>FOR TAKING ACTION</i>)
	n/a
MONITORING INTERVAL(S): n/a	PROJECTED COMPLETION DATE: n/a
RECOMMENDATION #11: COMMON ROOM	RESPONSIBLE POSITION/UNIT (<i>FOR RESOURCES</i>)
No departmental common rooms can be allocated at this time	n/a
	RESPONSIBLE POSITION/UNIT (<i>FOR TAKING ACTION</i>)
	n/a
MONITORING INTERVAL(S): n/a	PROJECTED COMPLETION DATE: n/a

ADDITIONAL COMMENTS:

E. CONFIDENTIAL COMMENTS

(This is an optional area that can be used to discuss confidential matters that need to be addressed. This section will be removed when posting the Final Assessment Report on the Quality Assurance Website)