



University of Toronto Quality Assurance Process (UTQAP) Cyclical Review: Final Assessment Report and Implementation Plan

Programs Reviewed:	Classical Civilization, B.A. (Hons): Major, Minor Diaspora and Transnational Studies, B.A. (Hons): Major, Minor History, B.A. (Hons): Specialist, Major, Minor History and Political Science, B.A. (Hons): Specialist [offered with Dept. of Political Science] History of Religions, B.A. (Hons): Specialist, Major, Minor Latin American and Caribbean Studies (Minor) South Asian Civilizations (Minor) Women and Gender Studies, B.A. (Hons): Major, Minor
Unit Reviewed:	Department of Historical Studies, University of Toronto Mississauga (UTM)
Commissioning Officer:	Vice-Principal Academic and Dean, UTM
Reviewers (Name, Affiliation):	1. Professor Lesley Dean-Jones, Department of Classics, University of Texas at Austin 2. Professor Pamela Swett, Department of History, Faculty of Humanities, McMaster University
Date of review visit:	February 9 – 10, 2017
Date reported to AP&P:	November 2, 2017

Unless otherwise noted, all bulleted comments apply to all programs reviewed.

1 Outcome

- The Committee on Academic Policy and Programs (AP&P) concluded that there were no issues to be drawn to the attention of the Agenda Committee but requested a follow up report in one year to address the issue of staff morale. The follow-up report will be considered by AP&P at the Cycle 2 meeting in 2018-19.

2 Significant Program Strengths

- Impressive research productivity of both tenure-stream and teaching-stream faculty
- Increased faculty and staff complement since the previous review, in contrast to declines elsewhere in North America
- Increased number of graduates from both South Asian Civilizations and Classical Civilizations, and healthy enrolments in History of Religion and Women and Gender Studies
- Strong sense of community within the Women and Gender Studies program, and the innovative new Digital History courses in the History program

3 Opportunities for Program Enhancement

The reviewers recommended that the following be considered:

- Increasing tenure-stream faculty presence on the UTM campus to enhance classroom contact hours and student advising, co-curricular activities, the distribution of service responsibilities across teaching- and tenure-stream faculty and administrative staff, and department morale
- Investing in language training offerings for the Latin American and Caribbean Studies Minor as well as the South Asian Civilizations Minor
- Increasing experiential learning and out of classroom learning opportunities, to capitalize on the “cultural abundance” in the UTM campus area
- Enhancing the value of the unit as a whole by ceasing support for programs that do not appear to fit with the unit or at UTM; and moving healthy programs to other departments where they may be a better fit
- Working with the Dean’s Office to create unique experiences and partnerships within and beyond UTM that leverage the department’s unique array of programs and meet interdisciplinary goals

4 Administrative Response & Implementation Plan



UNIVERSITY OF
TORONTO
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OFFICE OF THE DEAN

October 3, 2017

Professor Sioban Nelson
Vice-Provost, Academic Programs
Simcoe Hall
University of Toronto

Dear Sioban,

I am writing to provide an administrative response to the External Review of UTM's Department of Historical Studies, which was held in February of 2017. The following undergraduate programs in this Department were reviewed: Classical Civilization (Major, Minor); Diaspora and Transnational Studies (Major, Minor); History (Specialist, Major, Minor); History and Political Science (Specialist [offered with Dept. of Political Science]); History of Religions (Specialist, Major, Minor); Latin American and Caribbean Studies (Minor); South Asian Civilizations (Minor); Women and Gender Studies (Major, Minor).

I am pleased that the reviewers recognized the Department's highly productive researchers, both in the tenure and teaching-stream. They also commented favourably on the strong increase in permanent faculty and staff numbers since the last review, in contrast to many comparator programs in North America, as well as commending the strong sense of community in Women and Gender Studies, in particular. The reviewers noted the increasing numbers of program graduates from Classical Civilizations and the minor in South Asian Civilizations, as well as solid enrolments in Women and Gender Studies and History of Religions, and innovative new courses in Digital Humanities in the History program. This diverse Department does face some challenges encompassing a variety of disciplines, but discussion of solutions to these issues has already begun. An implementation plan with timelines can be found at the end of this letter.

Faculty

The reviewers were very concerned that the lack of a strong tenure-stream faculty presence on the UTM campus negatively impacts classroom contact hours and student advising, as well as co-curricular activities, the distribution of service responsibilities across teaching- and tenure-stream faculty and administrative staff and department morale. They made a number of recommendations to facilitate the presence of tenure-stream faculty, as well as recommendations around course scheduling, advising, outreach, department governance and service that hinge on tenure-stream faculty presence.

The Department and Dean's Office agree with the reviewers that the lack of faculty presence on campus is an issue that impacts students, staff and the intellectual community of the Department. It is difficult for reviewers to fully understand the complexities in the logistical constraints of the tri-campus system during their brief visits, including the difficulties for UTM faculty whose graduate appointments based on the St. George campus require a regular

two-campus presence for classes, events and committee work. The disparity in time needed for travel to two campuses for teaching as well as the need to adjust to two entirely different academic Calendars (UTM undergraduate and St. George-focused graduate) are also issues. Notwithstanding, there are several issues impacting faculty presence that can and must be addressed, in both immediate and longer-term time scales. These include attention to a more dispersed scheduling of undergraduate courses throughout the week which is better for student schedules as well as providing a reason for faculty to be on campus on multiple days per week; increased incentives for graduate students to come to UTM, including enhanced meeting space; and increased intellectual incentives for faculty to spend non-teaching time at UTM (from more programming at UTM to offering graduate courses on campus to establishing post-doctoral scholars at UTM). There are some significant challenges to a greater faculty presence at UTM, especially for research, but the successful creation of community at UTM by some units in the Department as well as creative ideas by individuals across the Department demonstrates that it is possible and suggests some ways forward.

On a hopeful note, the Department has noticed a naturally occurring shift towards significant presence on the UTM campus by newer faculty. They consider this to be a sign of a changing culture in which newer faculty feel more invested in UTM and the Department, offering more extracurricular events, spending more time with students and conducting some of their research on campus. We are hopeful that this trend will continue as newer faculty realize some of the benefits of being at UTM.

Curriculum and Program Delivery

The reviewers supported further investment in language training offerings for Latin American and Caribbean Studies Minor as well as the South Asian Civilizations Minor.

The Dean's Office and the Department agree with the reviewers' observations about the difficulties facing some programs without sufficient student training in appropriate languages on campus. The Dean's Office commits to working with the Department of Language Studies at UTM to make the language training needs of other departments part of complement planning; for example, Language Studies has already indicated their interest in improving their Spanish program and so would welcome this demonstration of support from Historical Studies. To aid in the success of these investments, the Department will consider curriculum revisions to encourage interest by their students in language studies and will make special note of language needs in their on-going Curriculum Mapping projects, for all degree programs in the Department.

The reviewers also made a number of suggestions around program development, including the possibility of greater connections across disciplines within the unit, a new "Religion and Societies" stream and a major in South Asian Civilizations.

The Department will need to arrive at a way to manage the tensions between cross-disciplinary and disciplinary degree programs; at present, strong feeling seems to support a policy of diversification into disciplinary degrees with cohesion in administration, possibly research and possibly one or two special degree programs. The Dean's Office sees no difficulty with this general approach, but will encourage the Department to focus on a decision about the future of

the current cross-disciplinary degree programs, such as Diaspora Studies, and determine whether any new programs (such as the suggested “Religion and Societies” stream) should replace or supplement them. The possibility of a future major in South Asian Civilization seems promising, given the strong enrolments in the minor program, but will depend on dedicated long-term interest by Department faculty in developing and proposing such a program, with the guidance of the Dean’s Office, especially the Curriculum and Program Officer. The Dean’s Office recommends that the Department form a Working Group or multiple Working Groups, perhaps drawn from existing disciplinary Curriculum Committees, to investigate the future of existing cross-disciplinary degree programs (e.g, Diaspora Studies), and to suggest the possible creation (or not) of new cross-disciplinary degree programs, including a possible Major in South Asian Civilizations. If the proposals are approved by the Department, the Working Group(s) will be responsible for long-term development of curriculum planning and documents needed to revise, end and/or create such programs.

These decisions will be aided by the Department’s creation of Curriculum Maps for all of its programs. These will help assess the possibility of revising or ending existing cross-cutting degrees and creating others, as well as assess possible gaps in knowledge and skills in degree streams in relation to program planning and faculty hires. The new Departmental administrative structure, with more administrative participation by all of the disciplines, should also encourage greater attention to curriculum development.

Students

The reviewers reported some positive experiential learning and out of classroom learning opportunities but noted that a more concerted effort be made to capitalize on the “cultural abundance” in the UTM campus area. For example, the reviewers recommended bolstering current low student enrolment in the History internship course.

The Department agrees with the reviewers’ recommendation to bolster their experiential learning opportunities by linking with the surrounding community. The reviewers also raised an important issue about students’ perception of and engagement with the Department, specifically, a lack of awareness about the Department that stems both from its multi-disciplinary nature and the lack of presence of faculty. The Department also feels that the Historical Studies Society student group routinely seems to focus only on one of their disciplines (typically history). The Department has pledged to address this issue in a number of ways, including increased faculty involvement with student organizations and student advising, and more Department events involving the community. The new UTM Program Plans (<http://www.utm.utoronto.ca/program-plans/>) may provide an avenue for ensuring that students are aware of all opportunities open to them. Finally, the Dean’s Office is in the process of expanding Experiential Education support and opportunities across campus, and these programs will be open to the Department in the medium to long term.

Long Range Planning

The reviewers were not convinced that the department as a whole was greater than the sum of its individual parts and made suggestions to improve the value of the unit as a whole by ceasing

support for programs (Diaspora Studies) that do not appear to fit with the unit or at UTM; moving healthy programs (Women and Gender Studies) to other departments where they may be a better fit; and working with the Dean's Office to create unique experiences and partnerships within and beyond UTM that leverage the department's unique array of programs and meet interdisciplinary goals

The issue of existing cross-disciplinary programs like Diaspora Studies is noted above under Curriculum and Program Delivery, and possible solutions discussed there.

The feedback to the Dean's Office from Department faculty was unanimously in favour of keeping the Department intact as a unit, both from Women and Gender Studies and outside it, both through the Chair and in Town Hall meetings. Indeed, Women and Gender Studies made the case that their presence in this multi-disciplinary Department had clearly been a success for them, given their strong showing in the review, and that they should stay in the Department to encourage and support community building for others. While this diverse, complex unit is more difficult for reviewers to assess than a more traditional disciplinary unit, or an explicitly cross-disciplinary one, the model of diversity of degree programs with unity of administrative structure seems remarkably successful at UTM, given that all three complex units of this kind under review in 2016-17 expressed similar desires to stay together. This does not mean such units are unproblematic, however, and the new administrative organization adopted by Historical Studies this year may be of assistance, as well as the plans suggested in this response.

In addition, the Dean's Office suggests that the Department of Historical Studies could benefit from a retreat, perhaps one led by a professional moderator to guide discussion into concrete decisions which can be subsequently enacted by Department administration with support from the Dean's Office, as needed. The Department may wish to make such retreats a regular event.

Implementation Plan - Department of Historical Studies, UTM

The Department and the Office of the Dean, in consultation, will undertake the following approaches to enact positive changes:

Immediate Term (6 months)

Faculty

- To increase faculty presence at UTM, the Department has already requested faculty to teach courses on at least two separate days per week at UTM, rather than teaching all courses on one day; some faculty have also voluntarily begun scheduling office hours on a different day of the week from teaching; *Department*
- Encourage existing trajectory of significant funding made available to faculty who choose to hold extra-curricular events at UTM, with steady increase in such events over past five years; *Department with funding from the Dean's Office, including directly to faculty and groups*
- Proposed increase to faculty and other research activity at UTM by hosting post-doctoral scholars on campus; funding has been granted for a post-doctoral fellow in Classics to be

housed in the Department at UTM as a pilot project; *Department with funding from the Dean's Office*

- Invite UTM disciplinary liaison librarians to work with faculty and graduate students to ensure both are aware of the Library's services, including process and speed of requesting holdings delivered to UTM from elsewhere at U of T, as well as Library's interest in acquiring holdings needed for Historical Studies' disciplines; possible creation of informational materials directed towards faculty and graduate student research in Historical Studies and made available in print, by email, and on the Department's website; *Department and UTM Library (Hazel McCallion Academic Learning Centre)*
- Encourage faculty to cross-list advanced undergraduate seminars as graduate courses, as has been done in the past with excellent results, to increase graduate student presence on campus and increase their interactions with top undergraduates, as well as encourage faculty meetings with graduate students at UTM; *Department*
- At the request of the Department, the Dean will inquire into progress on subsidized transportation (shuttle bus) for UTM faculty required to attend committee and other meetings on other campuses, as previously discussed in recent UTFA agreements; at minimum, a supply of shuttle bus tickets for such meetings should be made available as appropriate; *Dean's Office*

Curriculum and Program Delivery

- Curriculum mapping of all programs, including attention to learning outcomes, course objectives, and student preparation at each stage for degree requirements; to be used for assessment and revisions to existing programs, especially with attention to language needs and possible collaborative or cross-disciplinary offerings within the Department; project will take 1-2 years to complete, then requires continual review and updating; *Department with assistance from UTM Dean's Office (Associate Dean Undergraduate)*
- Consider curriculum revisions to encourage interest by students in language studies (e.g., allowing language courses to fill option requirements towards Historical Studies degrees); make special note of language needs in their on-going Curriculum Mapping projects; *Department with assistance of Dean's Office (Program and Curriculum Officer; Associate Dean Undergraduate for Curriculum Maps)*
- Dean's Office will begin immediate work with the Department of Language Studies at UTM to make the needs of other departments for language training part of complement planning; *Dean's Office and Department of Language Studies, with input from Department of Historical Studies on specific needs*

Students

- Program Plans for degree programs; first phase completed, annual updates of existing plans and new developments for new degrees to make students aware of opportunities that exist; *Department and UTM Career Centre*
- Encourage Historical Studies Society (HSS) student group to focus on all disciplines, and encourage increased faculty involvement with HSS and other student organizations; *Department*
- Develop formal faculty advising structure for students, to complement the existing administrative staff student advising and engage students in their scholarly plans and choices; explore establishing a faculty advisor for each major and specialist program; *Department*

- Continue to develop and advertise Department events open to and involving the community, including alumni, perhaps employing the *Mississauga News*, the Alumni office, the Communications office and other venues; continue to invite alumni and other community members to give guest lectures; *Department*

Long Range Planning

- As above, plus planning for a Retreat, perhaps in the Spring term between classes and exams; *Department with assistance from Dean's Office as needed*. Suggested topics to be discussed, whether as a unit or in break-out groups, could include but not be limited to:
 - o whether or not to focus on creating stronger cross-disciplinary undergraduate degree programs, or to focus on strengthening existing degree programs while adding cross-listings to relevant course in other Department units - as a philosophical discussion, rather than in reference to specific cases;
 - o whether the existing disciplines as currently named and organized make the most sense for the Department, or whether other groupings of faculty and/or degree programs would enhance Department success for students and faculty;
 - o issues relating to staff loads, needs, and faculty support of staff, not discussed directly in the review, but raised in the consultation process; and
 - o whether the new administrative structure is helpful, or more adjustments need to be made

Medium Term (1-2 years)

Faculty

- Department moves into new building in 2018, with purpose-designed office and research space for faculty and graduate students, and new meeting space designed to promote collaboration and intellectual community development; *Department and UTM Campus*
- Revision of Department's now-defunct Prandium lecture series into monthly Department speaker series intended to engage faculty and graduate students by both showcasing in-house research and bringing outside experts to UTM; will also be promoted to further engage undergraduate students in research (Medium and Long Term); *Department, with internal, Decanal, and other funds*
- New Director of the Centre for South Asian Civilizations (CSAC) associated with the Department has committed to holding many more events on the UTM campus in future; successful beginnings already made in conjunction with other departments (Medium and Long Term); *Department and CSAC, with internal, Decanal, and other funds*
- If current post-doctoral scholar position request is successful in increasing research activity and faculty presence on campus, Department will consider having at least one post-doctoral scholar on campus for each of their four major disciplines (Medium and Long Term); *Department to seek out and apply for funding from granting agencies with assistance from Vice-Principal Research*
- Department will continue to maintain strong ties with liaison librarians and develop informational materials directed towards faculty and graduate student research (Medium and Long Term); *Department and UTM Library (Hazel McCallion Academic Learning Centre)*
- New 2017-18 organization of the department into four discipline-based Program Directors under the Chair, rather than a single Associate Chair and Chair model, should allow the Chair to focus more on faculty needs and problems, especially for the increased number of junior

faculty present at UTM, with the Program Directors handling many aspects of day-to-day undergraduate programming (Medium and Long Term); *Department*

- As frequently noted by UTM faculty, more reliable and appropriate modes of shuttle transport would help increase faculty presence at UTM; *UTM Campus*

Curriculum and Program Delivery

- Continue new work on and revisions to Curriculum Maps
- Continued work on curriculum revisions to encourage language studies by Department students; *Department in consultation with Dean's Office (Program and Curriculum Officer)*.

Possible options include:

- o minor changes to requirements for existing degrees, allowing language credit;
- o development of new degree streams involving joint language degrees, as for the existing UTM International Affairs degrees or global scholars program in development by Language Studies (Medium to Long Term)
- Continued work by Dean's Office to make the needs of other departments for language training part of complement planning in the Department of Language Studies (Medium and Long Term); *Dean's Office and Language Studies, with input from Department of Historical Studies on specific needs*
- Department to form Working Group(s) to investigate future of existing cross-disciplinary degree programs (e.g., Diaspora Studies), suggest the possible creation or not of others (e.g., Major in South Asian Civilizations, Religion and Societies), bring ideas to Department, and be responsible for long-term development of curriculum documents needed to create such programs (Medium and Long Term); *Department in consultation with Dean's Office (Program and Curriculum Officer)*

Students

- Continue to work with Historical Studies Society student group to focus on all disciplines, perhaps by assigning multiple faculty advisors from different disciplines, or consulting with students to see if separate discipline-oriented student groups would be more effective; *Department and Undergraduates, including existing student organizations of various types*
- Increased faculty involvement with student organizations, including annual meet-and-greets; all-department event with opening of new building space in Fall 2018; *Department*
- Increased faculty involvement with student advising, through creation of a formal structure of faculty assignment as student disciplinary advisors for course content, disciplinary studies, and careers to complement existing administrative staff advising on degree requirements; *Department*
- Continue to develop Department events open to and involving the community; *Department*
- Engage with new Dean's Office opportunities expanding Experiential Education across campus, as desired (Medium to Long Term); *Department and Dean's Office (Experiential Education Office)*

Long Range Planning

- See above re Working Group to assess existing cross-disciplinary degree program of Diaspora Studies; must make final decision about future of this program and proceed to results determined during this period; *Department in consultation with Dean's Office*

- Retreat, if not previously held; consider annual department retreats, even short ones, to monitor progress; *Department*

Long Term (3-5 years)

Faculty

- See Medium Term goals above; *Department and Dean's Office*

Curriculum and Program Delivery

- See Medium Term goals related to possible major curriculum developments in language training and to possible new degree streams; *Department and Dean's Office (Program and Curriculum Officer)*
- Results chosen by Department from recommendations by Departmental Working Group(s) on major curriculum developments related to possible new degree streams; chosen programs advanced to curriculum development and governance (See Medium Term); *Department and Dean's Office (Program and Curriculum Officer)*

Students

- Continue faculty involvement with student organizations; *Department*
- Continue faculty involvement with student advising; *Department*
- Continue to develop Department events open to and involving the community; *Department*
- Engage with new Dean's Office opportunities expanding Experiential Education across campus, as desired (Medium to Long Term); *Department and Dean's Office (Experiential Education Office)*

Long Range Planning

- Finalize process to end Diaspora Studies degrees in favour of focus on other programs OR reassessment of enhanced Diaspora Studies program; *Department and Dean's Office*
- Possible annual retreats; *Department*

Please let me know if you have any questions about this response.

Sincerely,



Amrita Danieri
Vice-Principal, Academic & Dean



Heather M.-L. Miller
Vice-Dean, Teaching & Learning

5 Executive Summary

The reviewers identified the programs' strengths as the impressive research productivity of both tenure-stream and teaching-stream faculty; an increased faculty and staff complement since the previous review, in contrast to declines elsewhere in North America; the increased number of graduates from both South Asian Civilizations and Classical Civilizations, and healthy enrolments in History of Religion and Women and Gender Studies; a strong sense of community within the Women and Gender Studies program, and the innovative new Digital History courses in the History program. The reviewers recommended that the following issues be addressed: increasing tenure-stream faculty presence on the UTM campus; investing in language training offerings for the Latin American and Caribbean Studies Minor as well as the South Asian Civilizations Minor; increasing experiential learning and out of classroom learning opportunities; enhancing the value of the unit as a whole by ceasing support for programs that do not appear to fit with the unit or at UTM; and working with the Dean's Office to create unique experiences and partnerships within and beyond UTM that leverage the department's unique array of programs and meet interdisciplinary goals. The Dean's Administrative Response describes the campus, unit and programs' responses to the reviewers' recommendations, including an implementation plan for any changes necessary as a result. The Committee on Academic Policy and Programs (AP&P) concluded that there were no issues to be drawn to the attention of the Agenda Committee but requested a follow up report in one year to address the issue of staff morale. The follow-up report will be considered by AP&P at the Cycle 2 meeting in 2018-19.