Cyclical Program Review Final Assessment Report and Implementation Plan for English Programs

Programs Reviewed:

Undergraduate: English (BA, BAH)

Graduate: English (MA, MPhil, PhD)

Final Assessment Report: Executive Summary

In accordance with Queen's University Quality Assurance Processes (QUQAP), this final assessment report provides a synthesis of the external evaluation, internal responses, and assessment of the above programs. This report identifies the significant strengths of the programs, and opportunities for program improvement.

An implementation plan is attached that identifies:
- who will be responsible for acting on and monitoring progress on the recommendations,
- any resource or governance implications resulting from the recommendations, and
- timelines for implementation of the recommendations.

The executive summary and implementation plan will be published on the Provost's Office website. The department is also encouraged to publish these sections on its own webpages.

Summary of Review
1) The Department of English Language and Literature produced a self-study of undergraduate and graduate English programs. The Dean, Faculty of Arts and Science, the Vice-Provost and Dean, School of Graduate Studies and Postdoctoral Affairs, and the Associate Vice-Principal (Teaching and Learning) reviewed the self-study. It was approved on January 31, 2022.

2) The review team visit took place on March 28-30, 2022. It was a virtual site visit. The review team members were:
- i. Dr. Jill Didur, Professor, Department of English and Associate Dean (Faculty Affairs and Inclusion), Concordia University
- ii. Dr. Tabitha Sparks, Professor, Department of English and Associate Dean (Research and Graduate Studies), McGill University
- iii. Dr. Allison Goebel, Professor, School of Environmental Studies, Queen's University
3) The visit included meetings with
- i. Students (undergraduate and graduate), including a specific meeting for students from visible minority ethnic groups.
- ii. Faculty members, including meetings for adjunct faculty members, creative writing faculty members, and the Strathy Language Unit.
- iii. Staff members
- iv. Departmental Leadership Team: Head, Associate Head, Manager, Graduate Coordinator, Undergraduate Chair
- v. Elizabeth Gibson, Librarian, and Yael Schlick, Department Library Representative
- vi. Kanonhsyonne – Janice Hill, Associate Vice-Principal (Indigenous Initiatives and Reconciliation), and Elliott Chapple, Director, Equity, Diversity, Inclusion and Indigenization. Donato Santeramo, former Director of Indigenous Studies, and Katherine McKittrick, Director, Black Studies program.
- vii. Heads of cognate departments (History, Cultural Studies, Drama and Music, Art History and Art Conservation, Languages, Literatures and Cultures).
- viii. Klodiana Kolomitro, Associate Vice-Principal (Teaching and Learning)
- ix. Chris DeLuca, Associate Dean, School of Graduate Studies and Postdoctoral Affairs
- x. Barbara Crow, Dean, Faculty of Arts and Science, and William Nelson, Associate Dean.

4) The review team reported on May 31, 2022. The Department Head, Faculty Dean, and the Vice-Provost and Dean, School of Graduate Studies and Postdoctoral Affairs provided responses to the review team report.
5) Chaired by Fahim Quadir, the Vice-Provost and Dean (School of Graduate Studies and Postdoctoral Affairs), the Senate Cyclical Program Review Committee considered all the documentation at its meeting on November 25, 2022. Dean Quadir assumed the chair for this discussion as the regular committee chair, John Pierce (Vice-Provost (Teaching and Learning)), is a faculty member in the Department of English Language and Literature. Following this discussion, the Final Assessment Report and Implementation Plan was developed by the committee secretary and Vice-Provost and Dean, SGSPA. The Report and Plan was discussed by the committee at its meeting on January 23, 2023 and approved on February 27, 2023.

The following strengths were noted:

- Respected curriculum and department, with notable activities including Creative Writing, Giller Award Gala, publication of student work, etc.
- Faculty committed to the improvement of their programs and engaged in finding solutions to current challenges.
- Sustained self-reflection on program content and delivery is evident.
- Development of publishing practicum and work-integrated internships for graduate students.
- Teaching Fellowship is attractive for graduate students
- Rapid growth in fully online English BA General program, following development of core courses for online delivery.

The following opportunities for enhancement were noted:

- Financial constraints limit the possibility of expansion and the hiring of new faculty. There are also demands for higher financial assistance to students.
- Given the constraints, the department chose to pursue new directions rather than preserve a full complement of offerings in traditional fields. It is not yet fully clear how diverting from the traditional curriculum will impact graduates' education and marketability.
- Further consideration of how further development of creative writing programming will impact the department's reputation, recruitment and wider program offerings.

Summary of Review Team Recommendations
The review team made ten recommendations on the following topics.
- Development of creative writing programming. Integration of the writing program into the department, and further development of this program.
- Bringing faculty with lived experience as well as research experience in areas associated with Black Studies, Indigenous Studies, Gender and Sexuality Studies into the department's core faculty complement.
- Curriculum development. Rethinking of the first-year introductory English course. Further evolution and implementation of the 'network model' in the undergraduate curriculum. This model aims to curate four interdisciplinary paths of engagement among course offerings: race and decolonization, gender and sexuality, performance and media and environmental humanities and posthumanism. Consideration of the appropriateness of this model for the graduate curriculum.
- Enhancing support for graduate students. Ensuring later-year PhD students stay well connected to the departmental community. Addressing delays in time to completion and researching viability of increasing funding packages for graduate students.
- Continuing to develop departmental events, marketing and communications

Status

The academic programs in the Department of English Language and Literature have been approved to continue.

Dates monitoring reports due: Fall 2024 and Spring 2027

Date of next review: 2027-2028 academic year

Prepared by Vice-Provost and Dean (Graduate Studies and Postdoctoral Affairs)

February 2023

Approved by the Senate Cyclical Program Review Committee   February 27, 2023

Implementation Plan

Recommendations are presented in the priority order established by the Senate Cyclical Program Review Committee, and are therefore renumbered from the Review Team Report

Recommendations	Proposed Follow-up	Responsibility for Leading Follow-up	Resource or Governance Implications	Timeline for Addressing Recommendation
1. The Review recommends the department pursue the Creative Writing program development (at undergraduate and graduate levels). The Committee noted that while there is unified support for the program and some existing faculty resources in place, long term planning is needed to sustain the program beyond the immediate future.	i. Request a tenure-track hire in "Indigenous Poetics and Performative Arts" ii. Request a tenure-track hire in "Creative Writing & Pedagogy iii. Develop contingency plans for creative writing if either or both hires are unsuccessful. iv. develop curricular planning for CWRI at the graduate level; move	Department Head to make hiring requests. Faculty Dean to consider hiring requests. Department Head Departmental academic leaders to drive curriculum	Resource implications of two new faculty hires	i. 2022-23 ii. 2023-24 iii. Summer-Fall 2023 iv. Graduate curricular planning: 2022-2023

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	grad curriculum through quality assurance approvals. v. first offering of CWRI 100. vi. operationalize the new Writer in Residence program. vii. Expand creative writers from the community program viii. Fully operationalized curriculum at both the graduate and undergraduate levels; re-assess program effectiveness and set program goals; consider the creation of a CWRI Minor.	developments and review Departmental staff to assist with expansion of community program	Resource implications for curricular development, approval, teaching and administering new graduate offerings Resource implications for expanding community program Governance implications: forum needed for collegial development and review of curricular offerings	Quality assurance of grad CWRI offerings: 2023-2024 v. 2023-2024 vi. 2022-2023 vii. 2023-2024 viii. 2024-2025

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2. The unit should move forward with its efforts to integrate the Writing program under the department footprint, as well as course offerings for some in person and online writing coaching that could include graduate student composition courses, teacher training and employment.	i. Regular meetings of WRIT committee to evaluate curriculum of WRIT courses and certificate, and potential curricular development. ii. Launch inaugural on-campus WRIT courses	Department Head. Director of WRIT program	Governance implications: new regular committee. Staff resource issues: committee support, program support. Space and salary for WRIT program director. Additional teaching resources, in future.	i. 2023-2024 ii. 2023-2024
3. The unit should continue to work to integrate faculty with research expertise and lived experience in areas associated with Black studies,	i. Hire new faculty member in Indigenous Poetics and Performance Arts. Take	Department Head to make hiring request	Financial resources to hire new faculty members.	i. 2022-2023

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Indigenous Studies, Gender and Sexuality studies into the core faculty of the department to ensure supervisory capacity, program development and staffing in these areas are well supported. There is support for wider university efforts but the department internal capacity in these areas is limited.	steps to attract diverse applicants. ii. Continue development and implementation of the department's EDII strategy. Weave EDII priorities throughout all departmental committee work. Expand on co-teaching with faculty members from underrepresented groups based in other programs (e.g. Black Studies).	Faculty Dean to consider hiring request Departmental leadership. Consult with EDII Director in Faculty of Arts and Science in this work.		ii. Ongoing, with regular review
4. The unit should continue to further develop the framework for adapting the core curriculum to the 'Network Model' described in the CPR report. Existing plans are in line with current	i. Implement network model in undergraduate curriculum. Communicate clearly to	Undergraduate Studies Committee		i. 2022-2023

Recommendations	Proposed Follow-up	Responsibility for Leading Follow-up	Resource or Governance Implications	Timeline for Addressing Recommendation
trends in the field and represent exciting and urgent new research and teaching in English studies. Students appear to be responding well to this. The unit should continue developing a broad vision for the English curriculum, that has the flexibility to evolve as issues in the field develop and change.	students about curriculum structure. ii. After each of the first 3 years of implementation, assess effectiveness iii. Consider suitability of network model for graduate program curricula, and iv. If appropriate, develop strategies for implementation	Communications Committee Undergraduate Studies Committee Graduate Studies Committee		ii. Summers of 2023, 2024 and 2025 iii. 2022-2023 iv. 2023-2024
5. The reviewers support the replacement of ENGL 100 with a suite of 3-unit courses, to enhance flexibility in faculty and student scheduling. This would allow for more engaging special topics courses in first year and would potentially draw more students to major in English.	New courses to be approved by Arts and Science Curriculum Committee and offered.	Undergraduate Chair	Existing faculty and graduate teaching fellow resources to be reallocated to teach the first-year courses.	Offered in 2023-2024

Recommendations	Proposed Follow-up	Responsibility for Leading Follow-up	Resource or Governance Implications	Timeline for Addressing Recommendation
6. The unit should continue to operationalize different strategies for better supporting their graduate students (MA and especially PhDs) as they move through different degree components, and particularly in their ABD phase when best practices for graduate student mentoring and supervision are most needed. This would address some students' sense that they needed more group and individual support for their writing, research and professional development in the final crucial years of their degrees.	Develop implementable recommendations such as adaptation of research forum and expansion of professionalization opportunities for graduate students.	Graduate Studies Committee and Graduate Chair, working with SGSPA	Possible funding implications if changes were implemented to doctoral student funding packages, and sliding tuition scale introduced.	Recommendations by end of 2022-2023
7. The unit should consider ways to shorten times to completion for their graduate students with a careful curriculum review (as suggested in the report) to streamline the comp structure and Special Project requirement so it better prepares and	i. Graduate Studies Committee to develop recommendations on the comprehensive exam process. ii. Programmatic changes to be	Graduate Studies Committee and Graduate Chair, working with SGSPA and Faculty Office.	Possible funding implications from review of doctoral student funding packages.	i. Winter 2023 ii. Implementation in 2024-2025

Recommendations	Proposed Follow-up	Responsibility for Leading Follow-up	Resource or Governance Implications	Timeline for Addressing Recommendation
feeds into students' dissertation project work.	developed, agreed and implemented.			
8. In order to make graduate student funding more competitive, the unit should work with the Dean's office to review the current funding packages as well as the full-tuition charges for ABD PhD students, perhaps tracking other practices in U15 English departments**.** SCPRC addition: The unit should ensure that faculty members seek external research funding regularly and use this funding to increase the funding package for their graduate students.	Department to work closely with Dean's office and SGSPA to explore the viability of increasing funding packages and/or a sliding tuition scale for PhD students beyond the funding window. Department to work with Office of the Vice-Principal (Research) to identify external research funding sources, develop robust funding applications, and plan for future grant applications.	Graduate Chair, Faculty Office and Dean (SGSPA)	Potentially significant financial implications of increasing graduate funding packages. Time investment for faculty members in preparing grant applications.	2023-2024 Consultation with VPR Winter term 2023 Increased grant seeking activity 2023-2024, to be kept under review annually.

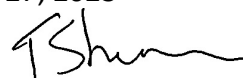| Recommendations	Proposed Follow-up	Responsibility for Leading Follow-up	Resource or Governance Implications	Timeline for Addressing Recommendation
9. The department is doing well with public-facing events like the Giller Gala and should work to leverage other similar opportunities to raise the department's profile. They should collaborate with university communications office to better publicize these events for greater impact.	Implement planned events for 2022-2023, review summer 2023 to inform future planning. Work with faculty and university communications staff to publicize events.	Strategic Communications Associate and Communications Committee	Financial implications currently covered through departmental budget and trusts/endowments.	2022-2023
10. The department should continue to work with the university's web-based communications support to better adapt the department's website and online profile in social media to profile the departments activities, accomplishments, program offerings, grad student success and faculty research and teaching.	Further develop the marketing and communications initiatives that have recently been put in place.	Strategic Communications Associate and Communications Committee. Working with SGSPA Communications Team	Existing resources suffice	2023-2024

The Dean, Faculty of Arts and Science, shall be responsible for monitoring the implementation plan. The details of progress made will be presented in writing to the Vice-Provost (Teaching and Learning). Monitoring reports are required 18 months and 4 years after receipt of this fully-signed document. All monitoring reports will be posted on the Provost's Office website. In addition, the Department is encouraged to display monitoring reports on its own website.

Final Assessment Report & Implementation Plan   Agreed by Senate Cyclical Program Review Committee
                                                                                                    February 27, 2023

Interim Provost and Vice-Principal (Academic)
_____
                                                                                                    Signature

Vice-Provost and Dean, School of Graduate Studies
_____
And Postdoctoral Affairs   **Signature**

Dean, Faculty of Arts and Science   _____Barbara Crow, PhD_____
                                                                                                    Signature

Final status of academic programs in the Department of English: Approved to Continue

Date of next program review   **2027-2028 Academic Year**