Final Assessment Report of the Review of the Anthropology Program (BA)
September 2013

Review process
The Department of Anthropology and its programs were reviewed in 1987 and in 2004; the temporary merger of Anthropology with Classical Studies between 1997 and 2001 apparently pre-empted an evaluation during that time. The review team for the 2004 evaluation made five recommendations:

1. The Department should focus on areas of strength;
2. The Department should work to define and develop areas of strength;
3. The Department should define replacement and additional positions with respect to areas of strategic strength, in addition to more traditional sub-disciplinary and geographic concerns;
4. The Department should reduce its first-year course offerings or rely more on sessional instructors to cover course offerings at this level in order to free faculty members to develop and sustain upper-year specialty offerings;
5. The Department should be assured of replacements for upcoming retirements and should be provided with the resources to hire an additional archaeologist.

All five recommendations have been addressed except for the suggestion that another archaeologist should be hired.

The present self-study was written by the two tenured faculty members and the administrative assistant. The other three regular faculty members, who have been at the University of Waterloo for less than three years, could contribute relatively little to a self-study that was intended to examine the previous seven years. However, the entire faculty complement, including the adjunct faculty members, was consulted on numerous occasions. Students in the program were consulted formally and informally. Formal consultations involved an online survey.

The site visit was conducted October 25-26, 2012; the review team’s report was received November 20, 2012. The Department’s response, including an implementation plan, was received March 27, 2013. The Dean’s approval of the response and implementation plan was received July 9, 2013.

Members of the Department carefully reviewed the external reviewers’ report and fully accepted their recommendations. The Department has met twice to plan and begin the process of implementing the suggested changes. Meetings are planned with the Dean of Arts and the Associate Dean of Arts, Undergraduate Studies and a full-day curriculum planning retreat was held April 17, 2013.
Characteristics of the program

Historical overview
The first anthropologist was hired in 1965 as a member of what became the Department of Sociology and Anthropology. Since then the size of the Department has fluctuated periodically.

In 1977, Anthropology became a separate Department and by 1980 it had reached a high of eight full-time faculty members but, by 1996, the Department was reduced to 2.5 members, due to departures, death, and the Special Early retirement Plan (SERP). A merger with Classical Studies, which also had lost a disproportionate number of faculty members to SERP, allowed both Departments to re-develop their programs. In 2001, when the faculty complement of Anthropology was back up to 4.5, the union between Anthropology and Classical Studies was dissolved at Classical Studies’ request and since then the Department of Anthropology has once again functioned independently. By the beginning of 2010/11, the Department was back to eight faculty members but later in the year, three members retired, two definite-term appointees left to other Universities, and a tenured faculty member was seconded to another Department within the University. Some of these losses have been made up by new hires and as of July 2012 the Department had a complement of six members.

The review team was particularly impressed by the program’s continued efforts to deliver a dynamic and engaging program relevant to student needs and interests. This is particularly laudable given the major and recent challenges the program has faced. Nonetheless the review team quickly identified the exhaustion felt by all faculty members as they carry a very heavy teaching and service load in addition to a high level of one on one student contact. They admired the Department’s commitment to using this difficult combination of circumstances as an opportunity for reflection, revitalization and revisioning.

Within the 39 Anthropology departments in Canadian universities, UW’s Department of Anthropology is one of the smaller. There are 10 universities with Anthropology departments with a faculty complement between four and six. UW’s Department of Anthropology is of similar size to that of Brandon, Mount Allison, New Brunswick, Regina and Windsor.

Even though the Department of Anthropology at UW has only six members it shares the Faculty of Arts’ critical need for additional space. In particular, Anthropology lacks adequate space for student and faculty interaction outside of the classroom, and the teaching laboratories are straining to accommodate student demand for hands-on learning opportunities. The reviewers noted that none of the research space had any access to natural light and that some of the research spaces were little more than large closets.

The size of the faculty complement and the space restrictions are major concerns of the Department of Anthropology.

Program objectives
Humans and their use of technology (past and present), their place in nature, in culture, and in society, are the foundations of research and expertise in the Department of Anthropology. With this in mind, the Department’s objective is that its students, at the point of graduating, will demonstrate knowledge of
the diversity of the human condition around the world, historically and today, and will demonstrate an awareness of the techniques of research design and field methods used in – Cultural Anthropology, Archaeological Anthropology, and Biological Anthropology.

**Academic programs offered**

The Department offers the following plans:

- Three-year General BA
- Four-year General BA
- Honours BA (regular and co-op)
- Honours BA Anthropology/Arts and Business (regular and co-op)
- Joint Honours BA with another Honours Department
- Minor

All degrees in Anthropology require a core set of five courses, including two introductory courses; three second-year courses in Cultural, Archaeological, and Biological Anthropology; and a third-year course in anthropological theory.

**Students**

The Department of Anthropology, like most Faculty of Arts’ programs at UW, is a second-year entry program. First-year students are accepted to the Faculty of Arts and apply for a major at the end of their first year.

Over the past few years, on average 12 students annually enter Anthropology in year two as majors; 10 in the regular program and two in co-op. The lowest enrollment of six students occurred in 2007 and the highest of 20 students in 2010. The majority of these students enter UW with high school grades in the 80 to 89% range. The majority of these students are female, ranging from a low of 65% in 2010/11 to a high of 92% in 2008/09.

The total headcount of full-time and part-time students enrolled in Anthropology showed a decline from 150 to 114 between 2004/05 and 2008/09 followed by a small increase in 2009/10 to 108, and then a 31% increase to 138 in 2010/11.

Between spring 2004 and winter 2011 inclusive, the Department taught 51 different courses to a total of 12,077 enrolled UW students. During this period the Department offered:

- three 100-level courses with an average class size of 121 students;
- eight 200-level courses with an average class size of 42 students;
- twenty four 300-level courses with an average class size of 22 students;
- sixteen 400-level courses with an average class size of eight students.

Over the period spring 2004 to winter term 2011 inclusive, 76 students form UW Anthropology took courses in Anthropology at Wilfrid Laurier University (WLU).
The Department regularly provides international experiences for students through study abroad short-term courses, archaeological field schools, and primate field research experiences. Since 1998, the Department has regularly offered a course to visit and study archaeological sites and museums in the Mediterranean. The Department also facilitates student and faculty research in Greece and the Aegean region through its membership in two foreign schools in Greece.

In fall 2011, the Department inaugurated a series of professionalization workshops for students to address explicitly issues and skills that too often are left to student to acquire informally. The program was well received and will be expanded in 2013/14 and offered in both the fall and winter terms.

Service teaching is an important aspect of Anthropology’s goals to instill an anthropological awareness to students from disciplines across campus. Approximately 1,200 students from departments other than Anthropology annually take Anthropology courses. Between 2007/08 and 2010/11 inclusive, only 12% of the student course registrations in Anthropology were from Anthropology majors. Only German with 6% and Philosophy with 4% have lower percentages.

Anthropology has both an independent departmental co-op option for Honours students, as well as the Arts and Business co-op option. Relatively few students in Anthropology participate in the co-op program. For the period 2004 to 2011 inclusive, the headcount percentage Anthropology majors enrolled in co-op ranged from 9% to 14%. Prior to 2009, the percentage was stable at 9% to 10%. In 2009/10, and 2010/11, the percentage jumped to approximately 14%. In spring 2012, unofficial departmental records indicate that there were six students enrolled in Anthropology co-op and one in Anthropology/Arts and Business co-op. There are a number of reasons for the generally low number of Anthropology students in the co-op program programs: the lack of spring term course offerings; the need for faculty members to be at their field sites in the Spring/Summer; and the lack of positions that are directly related to Anthropology.

Students are pleased with their experiences in the Department of Anthropology. Students appreciate the three-field approach (cultural, archaeological, and biological) to Anthropology which is the hallmark of the Department. “Being able to draw on different fields is useful for understanding and looking at topics within the field you are most interested in.” They recognize the value of the interactions that are possible in a small department and feel that they have a good relationship with the faculty members. “The strength of the Waterloo Anthropology Department is the passion of the instructors. The professors are dedicated to the students and are always available for help.” “I like that the Department is fairly small. It makes it easier to get to know fellow students and professors and gives it a ‘community feel’.”

The students expressed some concerns, in particular about the lack of course selection, and availability of resources. Several note that there is a need for more faculty members in order to offer a greater array of courses. “More professors need to be hired, and therefore more courses. Anthropology at UW is definitely in need of more courses.” The students do recognize that part of the problem has been the turnover in faculty members, and the lack of permanent faculty members during the transition. “This past year or so, the changes in professors, and in the courses offered have been difficult.”
The survey responses likewise suggest a generally quite positive view of the Department by the students, but with some decrease in ratings between 2004 and 2012. The written comments suggest that the students perceive this to be a result of the loss of faculty members and the high turnover. However, the Department views this as a matter of some concern, and one which it intends to address in the near future. The lowest ratings, and the area in which there has been the greatest change, is in the question on the variety of courses offered by the Department. On a scale of one to nine, only about 7.5% of students said the variety was excellent, and approximately 60% of students rated the Department below five in this area. Fortunately, this is an issue that the Department has begun to address, with an array of new courses being offered next year, and the promise of still more as new faculty members settle in and begin to develop in their areas of expertise. However, the small number of faculty members and the need to ensure that all required courses and prerequisites are taught every year mean that many of the new courses can be taught only every second or third year.

Having once attracted students, the Department of Anthropology does a good job of retaining them. Over the period of this review, only two students who entered as majors in year two withdrew from the program in year three.

Of the cohorts of regular Anthropology students from 2002/03 to 2005/06 inclusive, 65% graduated with an Anthropology degree while 92% graduated from UW with a degree. Of the seven co-op students in the same cohorts, 71% graduated with an Anthropology degree while 80% graduated from UW.

A total of 107 students graduated with an Anthropology degree over the period 2005 to 2011 inclusive. Of the 107 students only five were co-op students. The quality of students graduating with an Anthropology degree appears to be improving, as measured by the percentage of graduates on the Dean’s Honours List. Dean’s Honours List students have to obtain a final course average of 83% or higher. In 2005, 16.7% (4/24) of the students graduated on the Dean’s Honours List. This fell to a low of 7.1% (1/14) in 2009, but in 2011, 38.9% (7/18) were eligible for this honour.

A sizable proportion of Anthropology graduates choose to go on the post-graduate studies in such subject areas as Anthropology, Library Sciences, Museum Studies, Communications, Landscape Architecture, Development Studies, Journalism and Geography to name a few. Other careers that attract Anthropology majors include teaching, government, and museum work.

**Faculty**

As of July 1, 2012, the Department of Anthropology consisted of six members; one professor; one associate professor; three tenure-track assistant professors; and one definite-term lecturer. In addition there are seven adjunct faculty members who contribute to the intellectual environment of the Department. The Department has gone through a difficult transition since 2009 because of retirements but should be in for a relatively stable time going forward since no retirements expected in the near future.

The normal teaching load in the Department has been five courses. This is higher than other Social Science Departments and is also higher than several Humanities’/Languages’ Departments
The faculty members of Anthropology have maintained teaching evaluation scores that are at or above the average in the Faculty of Arts. Between September 2004 and December 2011 inclusive, the average across all 7,854 courses in the Faculty of Arts was 4.19 (median 4.25) out of five; while the average of all 118 Anthropology course offerings in that same period was 4.27 (median 4.23). In the large introductory courses of 100 or more students, the Anthropology Department instructors’ course evaluations averages (mean/median 4.04/4.07) exceed the Faculty averages (3.97/4.04).

There was concern in the 100-level courses with enrollment between 30 and 99, where the Anthropology median and average were both 3.89, considerably below the Faculty of Arts median and average in this category of 4.25 and 4.21 respectively. It turns out that of the six courses in the category, four were taught by two definite-term spousal hires and two by different sessional instructors. These particular sessionals were not rehired after they taught these courses, at least in part due to their poor course evaluations, and the two spousal hires left the University.

Two faculty members have been present for the full period of the review. One faculty member arrived in 2010, two arrived in 2011, and another in 2012. This group while at UW has published, over the time of the review: one book; 12 book chapters; 12 refereed journal articles; one refereed conference proceedings; three technical reports; nine other publications; and 66 conference presentations.

In addition faculty members have been active as editors, co-editors, or on the editorial board of such journals as Anthropologica, Semiotic Inquiry, Quaternary International (thematic issue). Furthermore, faculty members have acted as reviewers for 25 different journals and University Presses; SSHRC; NSF; and the Israel Science Foundation.

**Recommendations for improvement and program responses**

The review team saw a strong unit with excellent potential that nonetheless suffers from trying to do too much, spreading itself too thin, and subsequently risking the loss of this potential. Due to a history of changing faculty circumstances, the review team found that there is no comprehensive logic or consistency to the current curriculum and suggests a major overhaul. Thus a series of changes are recommended to the Anthropology program that amount to a comprehensive restructuring of the teaching and learning curriculum and “narrative clarity”. Plans to begin with a long term strategic planning exercise to develop a forward thinking academic plan are commended. As part of that exercise the review team made 15 recommendations:

**Curriculum**

**Recommendation 1:** That course offerings at different year levels be streamlined to reflect the Public Issues Anthropology focus as outlined in the proposal brief of the University of Waterloo Masters in Public Issues in Anthropology (October 2012). The review team feels that this will create a more coherent package of courses that moves from the first to the fourth year in a consistent, comprehensive and progressive fashion. Bringing the Public Issues theme into the undergraduate curriculum will allow coverage of many of the important foundational themes and topics of anthropology from a fresh,
coherent, and distinctive perspective built on the teaching and research strengths of the faculty. Finally, it will help highlight Anthropology’s relevance for today’s society.

In more practical terms, the suite of new courses will have to develop with an eye to faculty workload and a projected two to three year rotation of course offerings. Further it should be “rolled out” over a three to four-year period to accommodate the needs of current majors and to allow faculty sufficient time to design and develop the new curriculum for the Department. The combination of circumstances around significant changes in the faculty complement provides an excellent opportunity to revision the curriculum in line with the focus and direction of the Masters program.

**Recommendation 2:** That ANTH 101 and ANTH 102 be merged at the first-year level into one introductory level course that would provide a broad based introduction to anthropology and act as a springboard into the 200 level “Principles of…” offerings. The second year curriculum would then be composed of foundation courses in each of the three areas of program specialization where students will have the opportunity to experience the breadth and depth of each field and hone in on their particular interests. The thematic focus of third and fourth year level courses would build on the second year offerings, with particular attention to the defining theme of Public Issues Anthropology. This will be accomplished through the development of a suite of upper level courses that integrate thematic and real world concerns in each of the three core areas.

**Recommendation 3:** The review concurs with the students’ suggestion to change the title and description of “Design of Anthropological Inquiry” (ANTH 300) to reflect its function as a methodologies course and to make it a required course for majors in Anthropology.

**Recommendation 4:** The review team recommends looking further into the possibility of cross-listing courses with other programs such as Geography so that students (particularly in the biological and archaeology streams) have greater access to training in, for example, GIS, and be able to count these courses as Anthropology credits towards their degrees.

**Recommendation 5:** The review team also recommends that a statement of learning objectives be mandatory for each course. This is especially important given the three fields focus of the Department. Each course should include a short description of what students can expect to learn and how this will contribute to their overall educational experience in Anthropology.

**Program response to reviewer recommendations 1-5**

The Department accepts the reviewers’ recommendation that the timing is ideal for a significant revision of the undergraduate curriculum due to recent and substantial changes in the faculty complement. The changes should be implemented over three to four years in order to allow faculty, as well as current majors, time to adjust to the new curriculum that will modernize the curriculum of the Anthropology Department, integrate it more fully with the aims and mission of the University of Waterloo, and create a sustainable array of courses in both the undergraduate and graduate programs of the Department.

Not all of the specific details of this comprehensive revision of the curriculum have been articulated, but the following general points are relevant to the planned changes:
a. The Department reaffirms its commitment to an integrated three-field approach to anthropology, incorporating cultural anthropology, archaeological anthropology, and biological anthropology. This broad approach incorporates a diachronic perspective on human society and integrates the cultural and biological aspects of humanity, thus offering students a powerful framework for understanding our world.

b. The Department intends to incorporate the themes and perspectives from its MA in Public Issues Anthropology into the undergraduate program where feasible and appropriate.

c. The revised curriculum will assume a four-course teaching load for full-time faculty members, beginning with the fall 2013 term. While five courses were manageable when the Department had only an undergraduate program, the additional time needed to supervise graduate students, as well as the desire to raise the research profile of the Department, necessitates this change.

d. The Department seeks to enhance the experiential learning opportunities for students.

The specific changes to the curriculum that are envisioned are the following:

e. The Department unanimously accepts the reviewers’ recommendation to merge ANTH 101 and ANTH 102 into a single introductory level course that would provide an introduction to all four fields of North American Anthropology.

f. The second year offerings will be reorganized, with three “Principles of” core required courses in each of the three areas of anthropology covered by the Department (cultural, biological, and archaeological anthropology).

The merging of ANTH 101 and 102 and the streamlining of the 200 level courses will also allow the current system of prerequisites to be redesigned so that students proceed through the course offerings in the three fields in a rational way.

g. Additional second year courses may be offered, particularly in areas that appeal to a broader audience of students. These courses would count toward the major credits, but would not substitute for the three core second year courses.

h. Third year courses will focus on an array of more specialized topics, illustrating various aspects of the three fields, and offering students area studies or more focused topical studies in anthropology.

i. Fourth year courses will consist of smaller seminar-style courses intended to introduce students to more professional approaches to anthropological topics and take advantage of the research specialties of the faculty.

j. The number of courses required for an Anthropology major will be reduced from the current 20 to 18 or 19 courses.

k. The current structure of the Anthropology minor, 3-year and 4-year general major and 4-year honours major requires the same core of 5 courses, with little differentiation other than a
requirement to take more courses for the four year degrees and to maintain a higher average for the honours degree. Requirements will be revised to further differentiate the honours and non-honours degrees, and determine eligibility for enrollment in the senior honours thesis program.

I. Each of the currently offered courses will be critically assessed. Some will remain, with new titles and updated course descriptions in some cases. Others will be cancelled in order to make room for newer courses that will provide students with a more up-to-date and appropriate education in anthropology.

**Resources needed**
Funding for a departmental retreat, to facilitate extended discussion and planning not possible in the shorter work-day meetings. This retreat was held in April 2013, using funding from the Dean of Arts’ office.

A revised curriculum, fully incorporating a three-field approach, requires that the Department finally be fully staffed, with at least two faculty members in both Biological Anthropology and Archaeology, and a minimum of three to four faculty in Cultural Anthropology. This will require replacing Jasmin Habib if she does not return to the Department and hiring a new archaeologist. This will require filling a current position vacancy — see further discussion below.

**Schedule for implementation**
In order to accommodate the needs of current students, this will be a long-term process, gradually phasing in the changes beginning in fall 2014. The Department is currently preparing the initial changes for submission to UGAG.

**Faculty Complement**
The review team noted that one of the key recommendations of the 2004 External Review of the Department of Anthropology was to hire an Archaeological Anthropologist which, to date, has not transpired. With, at best, one tenured faculty member (currently on reduced course load as Associate Dean of Arts and Computing) and two adjunct/sessional faculty members, the current Archeological Anthropology is insufficient, especially given the Public Issues theme and the growing cultural resources management industry in Ontario and the rest of Canada.

**Recommendation 6:** An Archaeologist should be added to the Anthropology complement of full-time faculty. In order to maintain the integrity of a comprehensive Archaeology stream in the program, the review team strongly recommends that the Archaeology position be filled as soon as possible.

Social-Cultural Anthropology represents the core of most Anthropology departments and programs. The indefinite secondment of a tenured Social-Cultural member of the Department of Anthropology to the Department of Political Science poses a serious problem. This represents another major loss of academic expertise and of teaching and service resources to the Department and puts additional strain on an already over-stretched faculty.
Recommendation 7: The review team strongly supports an additional hire in the area of Socio-Cultural Anthropology.

Recommendation 8: The review team supports the renewal or replacement, ideally with a permanent position of the Definite Term instructor position which expires in 2014.

Program response to reviewer recommendations 6-8
The Department fully accepts the reviewers’ three recommendations dealing with faculty complement: (1) “In order to maintain the integrity of a comprehensive Archaeology stream in the program, the Department strongly recommends that the Archaeology position be filled as soon as possible.”; (2) “The indefinite secondment of a tenured Social-Cultural member of the faculty [Dr. Jasmin Habib]” should either be ended or “an additional hire in the area of Socio-Cultural Anthropology” be made to replace her; The current vacancy in the area of Socio-Cultural Anthropology should be filled and (3) “the Definite Term instructor position that expires in 2014 must be renewed or replaced, ideally with a permanent position.”

Archaeological Anthropologist: With only one tenured or tenure-track Archaeological Anthropologist (Park) since 1996, the Department has been able to maintain archaeology as one of the three anthropological sub-disciplines by the extensive and ongoing use of sessional lecturers.

The Department has now been given permission to seek a new faculty member specializing in the archaeology of Ontario. The hiring of an Archaeological Anthropologist will offer opportunities to contribute to the direct needs of the Anthropology program (undergraduate and graduate) and to some of the broader needs and priorities of the Faculty of Arts and the University of Waterloo as a whole. These opportunities include experiential education for students, taking advantage of digital archaeology/heritage management with the hiring of a suitable individual who could contribute to other Arts programs with significant digital components, such as the GBDA and MDEI, and attracting positive public and media attention to the Faculty of Arts and university by allowing visits to excavations. This aspect of the new archaeologist’s research will also support the Master of Arts in Public Issues Anthropology program.

Return or replacement of seconded cultural anthropologist: The secondment of Jasmin Habib has left the cultural anthropology sub-discipline currently understaffed due to a secondment (two instead of three tenure-stream faculty) and demographically unbalanced (the two current faculty members are both untenured). The plan of the former dean-Dean (Ken Coates of Arts) was that the secondment would be reviewed after two years (i.e., in the summer of 2013). This review should take place, with the purpose of addressing the vacancy in the, and if it is determined that Dr. Habib will not be returning to the Department in 2014, then the lost tenure-stream position in Cultural Anthropology needs to be filled area as soon as possible, and if possible by a tenured appointment.

Renew or replace the Definite Term instructor position that expires in 2014: For the past ten years the Department has been able to offer its programs only with the assistance of at least one full-time definite term appointment. The current appointment ends in August, 2014. Loss of that position would
jeopardize the Department’s ability to change its course load to a level comparable to that of the rest of the Faculty of Arts.

The Department has now been given permission to hire an additional Cultural Anthropologist specializing in the anthropology of religion, as a joint appointment with Religious Studies.

**Resources needed**

Growth and revitalization of both the undergraduate and graduate programs require that the Department receive approval for new faculty positions in Cultural Anthropology and Archaeology in order to provide a balanced three-field program in Anthropology and to expand experiential learning opportunities in the field of Archaeology.

The Department has recently received permission to advertise for two new positions, an archaeologist and a cultural anthropologist specializing in religion. The latter position is a joint hire with the Religious Studies program, and they require that the individual specialize in the study of Islam in Asia, outside of the Middle East. The chosen candidate will teach one course Religious studies each year. With the Department’s increasing focus on east Asia through the research specializations of Professors Liu and Hoeppe, this focus is appropriate for the Department and will reinforce an area of departmental expertise. The archaeologist must have a research program in southern Ontario or one that can be transferred to this area. This will enable the Department to expand locally available experiential learning opportunities in Cultural Resource Management and archaeology to many more students than it can currently accommodate.

**Schedule for implementation**

Clarification of Jasmin Habib’s the Cultural Anthropology position is expected within the current calendar year.

The advertisements for positions in Archaeology and Anthropology of Religion have now been posted, and the Department intends that both positions will be filled beginning 1 July 2014.

**Reduction in course load**

Anthropology currently has one of the highest teaching loads in the Faculty of Arts, with Department faculty members teaching five courses per year. This leaves precious little time for the pursuit of a successful research program and is quite frankly unsustainable. It carries a significant risk to the research productivity and grantsmanship of the unit, especially for those junior faculty members approaching tenure. Remember that with such a small Department everyone is already over-burdened with service responsibilities. The review team feels this will lead to faculty burn out and diminish the quality of the educational experience for the students. Reducing the work load is an urgent priority.

**Recommendation 9:** The review team recommends that the course load be immediately reduced from five to four.

**Recommendation 10:** The review team recommends that the tradition of faculty members offering independent reading courses to student be rethought and probably tightly regulated.
A redesigned curriculum should do away with the need for both of the above burdens.

**Program response to reviewer recommendations 9, 10**

The Department unanimously accepts the reviewer’s recommendation to reduce the course load from five to four courses immediately, considering this a necessary step to sustain the faculty's research productivity and their capacity to obtain funding, avoid burnout, and maintain the quality of our students’ educational experience. Reduction of the teaching load was considered during curriculum redesign process in light of the core and elective courses required to be taught by a small number of Anthropology faculty. Therefore beginning in Fall 2013 the Department has moved to a four course teaching load for faculty. In addition, the Department is eliminating some of the reading courses in the revised curriculum, and faculty are encouraged to direct students to appropriate regular courses in most cases, rather than taking on reading courses for undergraduate students.

**Resources needed**

Additional faculty complement (see above).

**Schedule for implementation**

The Department has reduced the teaching loads to four courses for the junior tenure-track faculty for Fall 2013. At the request of the Dean, the chair’s load was reduced to three courses in Fall 2012.

**Co-op program**

It is the review team’s understanding that the Faculty of Arts participates in co-operative education in two ways. Students can access co-op through the departmental program. Currently six departments in the Faculty have these, including Anthropology, which has currently only one participating student. Second, students can access co-op via the Arts and Business program with a Major in Anthropology. The first option is clearly less successful due to difficulties with job placements, the differences in the work term vs. academic cycle, and structural limitations of the program. Anthropology is simply not a good fit with the highly structured Co-op program.

**Recommendation 11:** The review team recommends that the Anthropology Department abandon the attempt to run on a three-term cycle and instead offer courses in fall and winter, reserving summer for faculty research activities and experiential learning opportunities for students.

**Recommendation 12:** The review team recommends that Anthropology discontinue the departmental co-op program in favour of a combination of the Arts and Business co-op option plus a greater emphasis on the kind of innovative international and experiential opportunities that are more appropriate and more relevant for Anthropology students. These include field schools in all three core areas, volunteer programs and internships with public and private sector organizations, as well as, for example, NSERC Undergraduate Summer Research Assistant positions. In this way the Department could embrace experiential learning opportunities that complement but do not compete with the co-op program.
Program response to reviewer recommendations 11, 12
The Department agrees with the reviewers’ assessment that the Anthropology Co-op program be discontinued. The Co-op program is currently not a good fit with the curriculum, structure (course sequencing, scheduling), and time constraints of the Anthropology Department, and it has not attracted very many students. The Co-op program requires that students work for some fall and winter terms. Due to the small size of the department, the required courses in Anthropology are taught primarily during these terms, so it is difficult for students to meet their degree requirements. Furthermore, the job placements available through the Co-op program are often not related to a career in Anthropology. Our students have richer opportunities through experiences such as field schools, volunteer positions, and internships, both abroad and locally. The Arts and Business Co-op program is more flexible and can serve the students who are interested in both Co-op and a major in Anthropology. Thus, the Department will continue to support students’ participation in the Arts and Business Co-op program.

Resources needed - None.

Schedule for Implementation
No additional students will be accepted into the Anthropology (departmental) co-op program, which will be inactivated when the current students complete their degrees.

Distance (online) education
At present, only one adjunct faculty member teaches courses in Distance (Online) Education (DE). Although the review team recognizes the importance placed on DE and other technologically-enhanced forms of education at the University of Waterloo, it argues that due to the heavy workload already being borne by faculty members and the extensive commitment of resources required to both design, update, teach and monitor DE courses, that Departmental energies would be best spent developing their strategic approach to initiatives in experiential learning. While the review team is not suggesting that it be eliminated outright, it should only be continued if new resources are dedicated to making the new first year Introduction to Anthropology available in DE format.

Recommendation 13: The review team recommends that Distance Education be moved down the list of curriculum development and delivery priorities of the Department.

Program response to reviewer recommendation 13
The Department agrees with this recommendation. DE should be continued only if new resources are provided. The current DE courses (ANTH 101 / 102) are out-of-date; however, the Department lacks the resources to revise these courses. If new resources are made available for DE, a single new ANTH 100-level introduction to anthropology course will be created (Recommendation 2).

Resources needed
If future online courses are to be offered, sessional funding is needed to release faculty to prepare and administer the courses.

Schedule for implementation
The current ANTH 101 and ANTH 102 online courses have been inactivated.
**Space**

Space is an issue. There is no dedicated meeting space for faculty members and some of the research spaces are very cramped.

**Recommendation 14:** The review team recommends that the following space be made available:
- a dedicated Anthropology seminar room
- a dedicated Anthropology lounge or meeting space for collaborative engagement
- an expansion of the tiny space dedicated to the undergraduate students
- the allocation of at least one and ideally two additional “bays” of two windowed offices and two interior spaces like those already in possession of the Department to accommodate and provide natural light working conditions for existing adjunct and sessional staff, and for the new hires recommended above

**Program response to reviewer recommendation 14**

The reviewers strongly recommended the creation of both an Anthropology seminar room and a lounge or meeting space, as well as expansion of undergraduate student (Anth Society) space. They also recommend the provision of “at least one” additional bay of office space. The Department unanimously agrees that such space would be an important asset to the department, and especially the provision of some common meeting space for faculty. However, the Department considers the most pressing space issue is the provision of adequate office and laboratory space for the new faculty hires.

**Resources needed**

Funding is required to reconfigure the structure of the current student lounge and adjacent small office. The Department needs to retain its current space, and potentially acquire additional laboratory space for the new archaeologist when hired.

**Schedule for Implementation**

Work on the student lounge could potentially be done in spring 2014 if funding were available. Other changes will need to be addressed as additional faculty are hired.

**Staff**

**Recommendation 15:** The review team recommends that with the upcoming retirement of the administrative assistant that she be replaced and that the replacement should overlap with the present administrative assistant for a period of no less than one month to ensure full transmission of the knowledge needed to keep things running smoothly.

**Program response to reviewer recommendation 15**

The current Department Administrative Assistant is expected to retire December 31, 2013 and it is imperative that she be replaced, preferably by November 2013, in order to achieve the continued smooth running of the Department into 2014.

**Resources needed**

Permission is required to begin evaluating the duties and assigned rating of the administrative assistant, and to advertise the position.
Schedule for implementation
This process was begin in late summer 2013.