Two-Year Progress Report
Anthropology (BA, Minor), Public Issues Anthropology (MA)
January 2022

Background

In accordance with the University of Waterloo's Institutional Quality Assurance Process (IQAP), this final assessment report provides a synthesis of the external evaluation and the internal response of the Anthropology (BA, Minor) and Public Issues Anthropology (MA) delivered by the Department of Anthropology. A self-study (Volume I, II, III) was submitted to the Associate Vice-President, Academic and Associate Vice-President, Graduate Studies and Postdoctoral Affairs on October 18, 2019. The self-study (Volume I) presented the program descriptions and learning outcomes, an analytical assessment of the programs, including the data collected from a student survey, along with the standard data package prepared by the Office of Institutional Analysis & Planning (IAP). The CVs for each faculty member with a key role in the delivery of the program(s) were included in Volume II of the self-study.

From Volume III, two arm's-length external reviewers were selected by the Associate Vice-President, Academic and Associate Vice-President, Graduate Studies and Postdoctoral Affairs: Dr. Rob Hoppa, Professor of Anthropology, University of Manitoba, and Dr. Andrew Walsh, Associate Professor of Sociocultural Anthropology, Western University.

Reviewers appraised the self-study documentation and conducted a site visit to the University on February 10-11, 2020. An internal reviewer from the University of Waterloo, Dr. Peter van Beek, Professor of Computer Science, was selected to accompany the external reviewers. The visit included interviews with the Vice-President, Academic & Provost; Associate Vice-President, Academic and Associate Vice-President, Graduate Studies and Postdoctoral Affairs; Dean of the Faculty of Arts; Arts Associate Deans of Undergraduate Programs, Graduate Studies, and Research, respectively; Chair and Associate Chairs of the Department of Anthropology, as well as faculty members, staff and current undergraduate and graduate students. The Review Team also had an opportunity to tour the facilities and meet with representatives from the Library.

Following the site visit, the external reviewers submitted a report on their findings, with recommendations. In response, the program responded to each recommendation and outlined a plan for implementation of the recommendations. Finally, the Dean responded to the external reviewers' recommendations, and endorsed the plans outlined by the program. A Final

Assessment Report was submitted that included information from the self-study, the external reviewers' report, the program response and the Dean's response.

This **Two-Year Progress Report** draws significantly from the Final Assessment Report. We note that in the month following the site visit, Covid-19 (SARS-CoV-2) was declared a pandemic by the World Health Organization. This has significantly impacted all university activities including those related to the proposed implementation plan developed in response to the recommendations made in the review.

Student Complement (All Years)

	Anthropology				Public Issues Anthropology
	General	**Honours**	**Co-op**	**Minor**	**MA**
Fall 2021	4	24	12	19	18
Fall 2020	3	26	8	23	20
Fall 2019	6	24	9	19	18
Fall 2018	9	26	6	16	12

*based on Active Students Extract retrieved from Quest January 7, 2022.

Progress on Implementation Plan

A summary of the key findings from the review, along with three main recommendations and responses from both the department and the Dean are provided in the Final Assessment Report. The review recommendations and departmental actions are summarized in the implementation plan table (adapted from the FAR) at the end of this section.

Recommendations

1. **"The Department should undertake a thorough review of its own governance processes with an eye to developing a departmental committee structure that will ensure that it can make the most of its complement of faculty members**. As a starting point, the Department could look to other similarly sized departments for examples of what such a departmental committee structure might look like. At very least, the Department should have a curriculum/undergraduate committee that would be responsible for proposing changes to undergraduate programs, curriculum planning, and so on – changes and planning that, of course, should then be discussed and voted upon at by the whole Department. In addition to the Associate-Chair Undergraduate, this committee should include at least two other faculty members (not including the Chair), and possibly an Undergraduate student liaison who could attend at least some meetings." (Reviewers' report)

   Status: In progress

Details: We began this process with the generation of a set of documents: 1) The *Anthropology department procedures and practices* document outlines the tasks of administrative positions in the department including, the Chair, Associate Chairs, and the Administrative Manager. This is undergoing revision and is still in draft format. We will add clarification regarding the composition and roles of the new committees (e.g., curriculum) and existing committees (e.g., performance evaluations). 2) A *list/calendar of department administrative tasks* aids in clarifying and anticipating department needs, roles, and expectations. Both of these are living documents that are undergoing continual revision.

Our official proposed action was to "schedule Faculty meetings devoted to this topic". We still plan to do this, however, faculty meetings and department energy have largely been focused on urgent needs during the pandemic, as described below. We expect to address this directly in late 2022, with completion of the major elements by early 2023, and with planned ongoing modifications and revisions.

2. **"The Department should undertake a thorough curriculum review with the assistance of a facilitator.** In recent years, the Department has grown in ways and directions that could not have been anticipated at the time of the last curriculum review. Now that things have stabilized, and the Department has an enviable complement of high-achieving researchers and outstanding instructors on hand in full-time and limited-term/sessional positions, the time is right to meet again so as to discuss a number of issues and to propose and prioritize appropriate changes to curriculum and the curriculum planning process. In addition to being a forum for discussing issues raised in the self-study and in this report (concerning first-year courses, on-line courses, and the possibilities presented by co-op students, for example), efforts should be made to ensure that this curriculum review provides the Department's newest faculty members with the opportunity to raise issues of concern and to propose possible changes; having a facilitator run the review would be the best way of ensuring that this happens. This review should also be an occasion for the open discussion of faculty members' own understandings of what a degree in Anthropology from Waterloo offers, or could offer, undergraduate students. Achieving a common vision (however broad) on this last matter could go a long way to promoting the sort of cohesion and consistent messaging that will enable the department to achieve its own great potential while also contributing to Waterloo's larger mission." (Reviewers' report)

    Status: in progress

    Details: We have held informal discussions regarding the curriculum amongst the sub disciplinary groups. We feel that the curriculum review will be most productive in person and have been waiting until that is possible again. We currently have scheduled a **curriculum**

retreat for March 4th, 2022 and April 1st, 2022. Both meetings are all day (9:30am-4:30pm) and we have reserved space at the Balsillie School of International Affairs. The first meeting will be for the department only, and the second meeting will include a facilitator from CTE. Prior to March 4th, sub disciplinary groups will hold at least one more discussion to set their curricular priorities and concerns. In the event that the public health situation does not allow for in-person meetings at these times, we have agreed to hold virtual meetings of shorter duration (2-4 hours) on these dates in order to begin the curriculum review process. Should this occur, we will likely need to schedule in-person meetings later in 2022.

3. "It is clear that a great deal is being expected of the one support staff member employed in the Department. While this staff member appears to be managing this heavy load admirably, she has no backup. Here, it bears noting the truism that keeping a small department running is in many ways no less work, and in some ways much more work, than keeping a large department running. Not knowing what might be possible in the way of relief, we aren't sure what to recommend – other than that **something should be done to alleviate part of the support staff member's workload in order to ensure that the Department is able to retain this key contributor over the long term**." (Reviewers' report)

   Status: **in progress**

   Details: The *Anthropology department procedures and practices* document, and the *list/calendar of department administrative tasks* detailed above aim to clarify the Administrative Manager's role and tasks. Our response in the FAR was: "The Anthropology Department agrees with the reviewers' assessment that the Administrative Manager is required to understand and perform on their own a very large range of tasks in order to support the department and both its undergraduate and Master's program. Anthropology believes that this workload is not completely unprecedented among the small departments within the Faculty of Arts but would be happy to see the situation altered and will undertake to initiate a review of the position and will consult with the Dean of Arts Office concerning the workload of the Administrative Manager and whether there are options to better support this position."

   The Dean of Arts office is aware of this concern regarding the workload of staff in smaller departments across the Faculty of Arts. We will continue to work with the Dean's office in addressing structural and/or organizational changes that can ameliorate this issue. This is a long-term ongoing issue that is largely out of the hands of the department, but we will continue to address it in our conversations with the Dean's Office. We will revisit this directly with the Dean in Spring term, 2022.

Circumstances that have altered the original implementation plan

The original implementation plan has been delayed due to challenges associated with the Covid-19 pandemic. Faculty, staff, and students have been required to make many adjustments with the shift to online teaching and learning, and work from home rules. New programs, platforms and tools, along with new regulations, needed to be learned and implemented very quickly. Repeated moves between in-person and online teaching (including multiple last-minute shifts in delivery modes) have resulted in significantly elevated workloads. Several faculty and staff members with school-aged children faced additional challenges posed by school closures.

In addition, the department faced multiple leadership changes during the period of the review with one Chair overseeing the preparation of the self-review (Volumes I and II), an Acting and then Interim Chair overseeing the preparation of the FAR, and a new Chair overseeing the preparation of this Two-Year Progress Report. This required a new appointment in the role of Associate Chair of Graduate Studies. We also were challenged by the secondment/cross-appointment of one tenured faculty member to another department resulting in the loss of their service responsibilities to the department, and a one-term medical leave for a faculty member.

Updated Implementation Plan

	Recommendations	Proposed Actions	Responsibility for Leading and Resourcing (if applicable) the Actions	Timeline for addressing Recommendations
1.	The department should undertake a thorough review of its own governance processes with an eye to developing a departmental committee structure.	The Anthropology department will schedule Faculty meetings devoted to this topic, and will continue to refine the *department procedures and practices* and the *list/calendar of department administrative tasks* documents.	Anthropology department Chair; Associate Chair Undergraduate; Associate Chair Graduate.	Fall term 2022. Completion of major elements in Winter 2023. Revisions ongoing.
2.	The Department should undertake a thorough curriculum review with the assistance of a facilitator.	The department will continue to explore the issues at the sub disciplinary level, and will prepare for the facilitated review when it becomes feasible to do so. Curriculum review is currently scheduled for March 4 (department only) and April 1 (with facilitator), 2022.	Anthropology department Chair; Dean of Arts Office and/or CTE (for the facilitator).	Winter term, 2022
3.	Something should be done to alleviate part of the support staff member's workload	The department will consult with the Dean of Arts office concerning the workload of the Administrative Manager and whether there are options to better support this position.	Anthropology department Chair; Dean of Arts Office.	Spring term, 2022 and ongoing

The Department Chair/Director, in consultation with the Dean of the Faculty shall be responsible for monitoring the Implementation Plan.

Date of next program review: **2026 - 2027**
                                                             Date

Signatures of Approval:

_____ 10 January 2022

Chair/Director   Date

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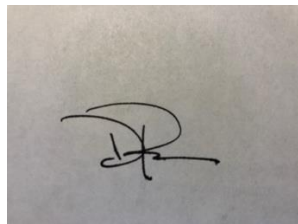AFIW Administrative Dean/Head (For AFIW programs only)   Date

                                                             17/viii/22

Faculty Dean   Date

Note: AFIW programs fall under the Faculty of ARTS; however, the Dean does not have fiscal control nor authority over staffing and administration of the program.

_____ 10 June 2022

Associate Vice-President, Academic   Date
(For undergraduate and augmented programs)

John M. Caughill (signature)

17 May 2022

Associate Vice-President, Graduate Studies and Postdoctoral Affairs
(For graduate and augmented programs)

Date