

# Final Assessment Report of Bachelor of Arts (Political Science), Master of Arts (Political Science) and Master of Public Service

February 2015

---

## **Introduction**

In accordance with uWaterloo's Institutional Quality Assurance Process (IQAP), this final assessment report provides a summary and synthesis of (i) the external review of the BA program in Political Science, the MA program in Political Science and the Master of Public Service program, (ii) the program (department) response to the external review, and (iii) an implementation plan for improvements that lists specific actions, timelines, required resources and responsibility.

Since the last review of the department in 2007, the department has launched a number of very important curricular changes and broader initiatives in the BA and MA programs to better serve undergraduate and graduate students in the department. The department's graduate teaching has expanded significantly because of the creation in 2010 of the Master of Public Service (MPS) program. The more dramatic changes to the department's involvement in graduate teaching have involved the launching of new graduate programs in Global Governance in 2007 and Public Service in 2010 but these programs are not covered directly in this report because they are joint with other units.

## **Self-Study Process and Site Visit**

Portions of the self-study applicable to the undergraduate program were led by the department's undergraduate committee. The student member of that group led the Political Science Students' Association in meeting with the Centre for Teaching Excellence to develop a set of questions for use with student focus groups. Two student focus groups were held in the fall of 2013. The department's Associate Chair of Graduate Studies coordinated the development of the portions of the self-study that related to the MA program in Political Science, in conjunction with the graduate committee which includes several faculty members and the elected president of the MA students. Their work also included collecting information

about alumni placement and performance, targeting all alumni of the program over the past five cohorts. To gain a deeper understanding of how course offerings and TA arrangements match student demand and supply, besides alumni, the program also surveyed incoming students about their potential courses of interest. The MPS Director coordinated the portion of the self-study concerned with the MPS program. Since the MPS program's inception in 2010, the program has strongly encouraged students and alumni to provide regular feedback on its structure, content and delivery and this open channel of communication has resulted in a number of program changes and enhancements.

The Department of Political Science submitted their self-study to Office of the AVPA on June 27, 2014. The site visit was conducted October 7-8, 2014 and also included a visit to the MPS downtown offices. The external members of review team were Dr. Laura Macdonald (Department of Political Science, Carleton University) and Dr. Éric Montpetit (Faculté des arts et des sciences, Université de Montréal). The internal member was Dr. Kesen Ma (Department of Biology). The review team met with program administrators and faculty, graduate and undergraduate students, as well as the Faculty Dean, the Associate Provost, Graduate Studies and Associate Vice-Presidents, Academic. The external reviewers' report was received on November 25, 2014 and the department's response and implementation strategy, with timelines, responsibilities and resource needs assessment, was unanimously approved at a Department of Political Science meeting on December 11, 2014, received on December 18, 2014 and approved by the Dean of Arts on December 27, 2014.

This final assessment report is based on information extracted, verbatim in many cases, from the self-study, the reviewers' report and the program response.

## **Department of Political Science and its Faculty**

The three programs being reported on in this final assessment report – the BA and the MA in Political Science and Master of Public Service - are all core programs administered by the Department of Political Science. The department now houses 20 faculty members. Almost all professors attached to the program show a high level of research productivity and professors publish regularly in top journals and university presses, and many have received award and honours. When calculated on a per faculty basis, Waterloo had the highest number of publications per faculty member of political science departments in English Canada. They also receive a respectable share of the research funding allocated by various research funding organizations (notably SSHRC). The department benefits from its cooperation with the Balsillie School of International Affairs, which in recent years has enabled the recruitment of highly experienced professors and researchers with strong national and international reputations.

The department's strong reputation for innovation and research excellence has led to it ranking very well on the world and especially national scale - there is no political science department in Canada of comparable size that stands above it. It is positioned behind only four other Canadian departments (among 50 in Canada), each of which is much larger and with a

much longer history than Waterloo's. Almost all professors attached to the program show a high level of research productivity and professors publish regularly in top journals and university presses. Notably, the department does not have a PhD program in Political Science, which makes their reputation all the more impressive. However, the department does capitalize very effectively on its proximity to the Balsillie School. The participation of several faculty members in the school's programs, particularly its PhD in Global Governance, means that these faculty members have access to teaching and training of PhD students.

The department has articulated research and teaching (including experiential learning) objectives which are in line with those of the University of Waterloo and the Faculty of Arts.

## **Program Objectives and Curriculum**

**BA:** The goal of the undergraduate program in Political Science is to equip students with the knowledge, transferable skills and values they need to engage in critical thinking and analysis of the social and political world, as well as to be good citizens. For those students who aspire to graduate school or careers in politics and government, the department equips them with the specialized knowledge of political structures, interests, and processes they will need.

The undergraduate program offers three distinct Honours BA programs. Each of these can be completed with or without co-op: Honours BA in Political Science; Joint Honours BA in Political Science (with another program); Honours BA in Arts and Business with Political Science (can also be completed as a Joint Honours). The department also offers a three-year and a four-year General BA in Political Science. Enrollments for all undergraduate programs and at all levels has been relatively steady at ~190 for the last seven years, with co-op programs enrolling on average 28% of Political Science students. The balance of men and women in the Political Science program in their 2<sup>nd</sup> year is close to parity, but with a slight but growing majority of female students.

Students can choose among four specializations: International Relations, Global Governance, Politics and Business and Public Policy and Administration. In addition to the specializations, the Department has introduced new streams in the Honours BA in an effort to differentiate the Honours program and to improve retention. The department also offers a series of minors: Political Science, International Studies, International Trade and Public Policy and Administration.

The Department has undertaken extensive revision of the undergraduate curriculum in recent years in response to changes in the discipline as a whole as well as the expertise of new faculty members who have been recruited to the Department. The external reviewers noted that it is ahead of many other Political Science departments in the country in reflecting student interest and new thinking about the discipline and providing interesting and useful course content. The reviewers' main concern about the undergraduate curriculum is the lack of any courses that are required for all students. Most Political Science departments in Canada require either a methods course or a political theory course or both.

**MA:** For MA students with academic aspirations, the department aims to help them to obtain the research skills required to be successful at the doctoral and postdoctoral levels. For MA students seeking non-academic careers, the department aims to provide methodological and professional training essential to make them both marketable and successful in their future careers in government, non-governmental organizations or private business.

The MA program's curriculum was revised extensively following the last program review. It is articulated around three streams (political economy, conflict and conflict resolution, and Canadian state and society), which reflect the main areas of research of the Department's faculty members. The largest number of faculty are in the political economy area. This one-year long program can be completed either by writing a Masters Research Paper (MRP) or a more conventional thesis. Most students elect the former in order to complete their degree on time. A co-op option is available for these students but the number of students who elect to proceed this way is small. Statistics on applications, on enrollment and on time to completion show that the program is in good health.

Over the past 7 years, the MA program has enrolled on average 28 new students each year. Over the past five years, the MA program has maintained a relatively steady share of international students among its yearly intake, at around 15% of the annual cohort size.

The department is also formal partner in the administration and teaching of the following programs: MA in Global Governance (partner with Economics, History, and Faculty of Environment) and PhD in Global Governance (partner with Economics, History, Faculty of Environment and Wilfrid Laurier University)

**MPS:** The chief objective of the Master of Public Service program is to equip students with the knowledge, skills, and experience to effectively develop public policy, implement programs, and deliver services to Canadians. The MPS is designed specifically to transition recently-graduated students from different undergraduate disciplines into entry-level positions in the federal, provincial, or municipal public service. It includes a mandatory co-op employment requirement, through which students acquire valuable on-the-job experience and begin building a professional career network.

In contrast to the MA in political science, the MPS has a rigid structure whereby each cohort of students is required to take 10 courses. The program trains students in Canadian public policy, notably leaving aside several topics closer to public administration (for example human resource management and public budgeting). This choice is perfectly justified and set the program apart from other similar programs offered at other universities (e.g., Western's Master of Public Administration). The off-campus location of the program was seen as being positive by the external reviewers who indicated that there is built-in socialization to a professional environment.

The external reviewers considered the relatively new MPS program to be in excellent health. Numbers of applicants seem to be rising, reaching an impressive 140 in 2014-2015, although actual enrollments are considerably less, being largely constrained by the current physical space limitations. Since 2010/2011, the MPS program has enrolled an average of 36 students each year. The program's curriculum is strictly monitored by its director, and times to completion are on target.

## **Admission requirements**

The reviewers' report is clear that admission requirements ensure that all three program admit high quality students, although they did note the small number of international students in the undergraduate program. The MA program admits students well above the minimum average set by the Faculty of Arts. In addition to grades, applicants to the relatively new MPS program applications must provide a statement of interest, which is given serious weight in the selection process.

## **Teaching and Assessment**

The external reviewers indicated that the current teaching and assessment methods are adequate for all three programs - BA, MA and MPS. Professors in the Department with whom they met showed high levels of commitment and enthusiasm about the teaching enterprise. The department has also been committed to the principle that both senior and junior core faculty members are involved in teaching the department's first year courses. The reviewers suggested that the Department may wish to consider introduction of fully online or blended learning teaching methods in the future.

## **Summary of Program Strengths and Weaknesses**

### **Strengths**

#### **BA, MA and MPS programs**

- high student quality
- programs meet degree level expectations
- programs, specializations and research specializations reflect faculty strengths
- high faculty quality and reputation, strong support staff
- departmental research and teaching objectives align well with Faculty and Institutional strategic plans

#### **BA**

- department's use of tenured and tenure-stream faculty at the lower levels helps to generate familiarity that may help contribute to a better student experience at the upper years.

#### **MA**

- close relationship to Global Governance program (richer selection of courses, deeper pool of available faculty members)
- graduate student funding has steadily increased over the past five years, both in the amount of funding available, and in the number of students that benefited from financial support.
- timely degree completion

#### **MPS**

- students earn income during their co-op work terms, which offset program fees.
- socialization in a professional environment (off-campus location)
- highly successful co-op component to program, with many students working at the federal, provincial, and municipal level, and a smaller number in the private and non-profit sector
- course structure is clearly differentiated from the MA program
- cohort model allows for a cohesive student body
- timely degree completion

### **Weaknesses**

#### **BA**

- small number of international students
- lack of course on methods or political theory
- lack of breadth on course offerings

#### **MA**

- co-op option is weakly enrolled

#### **MPS**

- enrollments are below target of 48
- physical space limitations controls program growth
- program is understaffed – few dedicated faculty members

## External Reviewers Recommendations for Program Improvement and Program Response

Overall, the external reviewers were impressed with the quality of the program, its students and its faculty. The reviewers provided a series of recommendations for improvement for each of the programs under review and one overall recommendation.

### Overall Recommendation

1. The priority of the Department in the coming years should be to consolidate the changes implemented in recent years rather than making additional major changes.

**Program response:** The Department strongly endorses this recommendation. The main focus of the Department is indeed to consolidate both the new specializations/plans as well as the new pathways (e.g. experiential learning.) Please see below for further specific action items in this regard.

### BA Political Science Program - Recommendations

2. We strongly support the Department's efforts to encourage the shift from the General BA option toward the Honours BA and believe that eventual elimination of the General BA option would be a good idea.

**Program response:** The Department is supportive of the recommendation to encourage a shift from the General BA option toward the Honours BA. In keeping with the plan standardization initiative of the Faculty of Arts, the Department will discontinue its 4 year general BA. The Associate Chair, Undergraduate and Chair met on February 11<sup>th</sup> with the Associate Dean of Arts, Undergraduate Studies to discuss the Department's plan for doing so which have been drafted and will be formally submitted to the Faculty of Arts Undergraduate Affairs Group for approval in April 2015.

3. The distinction between International Relations and Global Governance is not clear and the Department is not able to consistently offer all courses required for each specialization. More work needs to be done on streamlining these offerings.

**Program response:** The Department agrees with this recommendation and already has submitted plans to revise these streams as part of a broader Faculty-level initiative regarding Arts Undergraduate plan standardization. The Associate Chair, Undergraduate and Chair have met with the Associate Dean, Undergraduate to discuss the proposed changes to the Global Governance specialization. These changes will be submitted to the Arts Faculty

Undergraduate Affairs Group in April 2015.

The changes to the Global Governance specialization will ensure that all of the courses required for the specialization will be offered on a regular basis. All four required courses for the revised specialization will be offered at least once a year or more. The Department of Political Science long-term staffing plan (to be presented formally to the Department and approved by the Department on March 24<sup>th</sup>, 2015) makes explicit provisions for this.

**Global Governance Specialization**

<b>Current Global Governance Specialization:</b>	<b>New Specialization</b>
<p>The Specialization in Global Governance requires successful completion of four academic course units (eight courses):</p> <ul style="list-style-type: none"> <li>• PSCI 281 (World Politics)</li> <li>• HIST 268 (Comparative History of Empires)</li> <li>• six of PSCI 369 (Politics of Decolonization), 387 (Globalization), 389 (Global Governance), 428 (State &amp; Economic Life), 432 (Global Enviro Gov), 439 (Global Social Policy), 480 (China &amp; GG), HIST 266 (British Empire)</li> </ul>	<p>PSCI 281 (World Politics)            PSCI 283 (Int'l Political Economy)            PSCI 387 (Globalization)            PSCI 389 (Global Governance)</p> <p>Two of: PSCI 369/HIST 369 (Decolonization), PSCI 375 (Transnational Migration), PSCI 404 (Globalization, Business, Development); PSCI 432 (Global Environmental Gov); PSCI 439 (Global Social Policy); PSCI 480 (China &amp; GG); PSCI 486 (Diplomacy); PSCI 488 (Global Food &amp; Agri)</p>

A similar approach is being pursued for the International Relations specialization which is a joint specialization with History. The Associate Chair, Undergraduate has already met with the Associate Chair, Undergraduate in History in this regard and discussions are ongoing. In discussions with the Associate Chair, Undergraduate, Chair and Associate Dean, Undergraduate, the Department has committed to having a finalized revised version of the International Relations specialization for approval by the Faculty of Arts Undergraduate Affairs Group by April 2015. The Associate Chair, Undergraduate is responsible for ensuring that this deadline is met. Achieving this is a high priority for the Department.

4. Responsibility for the experiential learning stream should be assigned to someone with strong community linkages in the Waterloo area. We also recommend that the Faculty of Arts provide support for programs developing experiential learning components to their programs.

**Program response:**

The Associate Chair, Undergraduate will be responsible for meeting with the Associate Dean of Arts, Undergraduate to determine the support that the Faculty of Arts can provide for programs developing experiential learning. The Department has already initiated discussions with



Cooperative Education and Career Action to determine what kinds of support they may be able to provide and is committed to continuing these discussions.

The Department is currently developing a “needs request” to be submitted to the Faculty of Arts in March (through the Faculty of Arts Advancement Office) for fundraising priorities related to the development of experiential learning opportunities in the Department.

The Department will appoint a dedicated faculty-member the responsibility of overseeing the experiential learning stream – a major responsibility of which will be to maintain and develop strong community linkages.

The Undergraduate Affairs Committee is committed to investing significant effort in the next two years to establish protocols and make links in the community that will assist the Honours coordinator with the new experiential learning components as these components come on-stream.

5. The Department should move toward requiring a half credit methods course for all undergraduate majors in Political Science.

**Program response:** This change has been approved by the Department. The Associate Chair, Undergraduate and Chair have discussed the proposed new requirement with the Associate Dean, Undergraduate and the change will be submitted to the Faculty of Arts Undergraduate Affairs Group for formal approval in April 2015.

New Political Science Plan-level requirements:

- **One of the following theory or methods courses: ARTS 280, PSCI 314, PSCI 315, PSCI 225, PSCI 226, PSCI 324.**

6. The undergraduate committee should consider how it can be ensured that students are introduced to political theories and ideologies at an early point in their degrees.

**Program response:** This issue is being addressed concurrently with efforts to implement a general degree course requirement as outlined above in #5. The new requirement will require students to take a course in political theory or methodology.

7. The Department may wish to consider introduction of fully online or blended learning teaching methods in coming years. In particular, blended learning strategies and online assessments have been shown to be highly effective in improving student learning in recent research.

**Program response:**

The Department is committed to encourage the further development of blended learning strategies. Such strategies are already in use by a number of department faculty members including intensive use of the LEARN course management system for online assessments, quizzes, electronic drop-boxes, discussion boards, etc. The Department will encourage the extension of these strategies through its current plans to offer its new experiential learning courses (PSCI 299 and the 49x experiential learning course) to be offered as blended learning courses. PSCI 299 will have blended learning components when it is introduced in Fall 2016. The PSCI 49X courses are currently still under development and the Undergraduate Affairs Committee will be responsible for considering the appropriateness of and opportunities for blending learning approaches in these courses. Furthermore, the Committee will be examine whether particular existing courses such as PSCI 499A/B (Special Honours Essay) be considered for blended learning.

The Department has requested that Prof. Mufti examine the potential for developing extended blending learning strategies in her own course (PSCI 359) but also more broadly at the mid-undergraduate level where, currently, blended learning opportunities have been least developed. Prof. Mufti will be asked to report back to the Department's Undergraduate Affairs committee (of which she is a member) which, in turn, will report back to the Department.

The Department accepts the reviewers' suggestion that the development of new online courses may require enormous resources that may not be offset by the generation of appropriate returns in a highly competitive environment. At this point in time, the extension of blended learning strategies will be assessed before moving on to consideration of the potential for offering fully-online courses.

- |  |
|--|
| <p>8. There are very small numbers of international students registered in the undergraduate program and the Department may wish to discuss with university administration how it can do a better job in recruiting strong international students.</p> |
|--|

**Program response:** Please see #9 below. It is worthwhile to note that political science is not a direct entry plan for Arts students and, as a result, recruiting of international students can only take place incidentally through recruitment of students to the Faculty of Arts more generally.

9. The Department is working to enhance the internationalization of its programs, by working to create dedicated exchange opportunities for Political Science students. It would be helpful if more resources were available to support Political Science students who wish to take advantage of these exchanges. The Department could also take advantage of the numerous international connections of the Balsillie School to increase the visibility of its programs.

**Program response:** The Department is working to encourage our students to take advantage of existing exchange opportunities. One strategy for doing so which is already underway, is to identify strong political science departments and work to identify course equivalencies in advance which is anticipated to increase uptake of such opportunities by UW students. There is a wide array of awards available to students participating in exchanges (though none exclusive to Political Science students.) The Department is committed to increasing the visibility of these opportunities and has already, pursuant to the review, created a webpage dedicated to international exchange opportunities open to students in Political Science and currently highlighting six exchange opportunities which are of particular relevance to students of political science with listings of specific political science relevant courses (Warwick, Graz, Hong Kong, Queensland, Oslo, and Sussex.)

A further opportunity for the Department to “take advantage of the numerous international connections of the Balsillie School of International Affairs to increase the visibility of its programs” would be for appropriate and relevant departmental programs to be formally designated as programs affiliated with the Balsillie School. (There are existing formal University-approved procedures for doing so.) Possible candidate programs for designation of affiliation with the Balsillie School include the International Studies Minor, International Trade Minor, Specialization in Global Governance, and Specialization in International Relations (open to both Political Science and History majors.)

At the December departmental meeting, the following resolution was unanimously passed: “That the undergraduate committee consider drafting a proposal for formally designating specific UW PSCI undergraduate programs (such as the International Studies and International Trade Minors) to be affiliated with the Balsillie School of International Affairs identifying both the specific benefits as well as the impact on different department streams and reporting results to the next departmental meeting in April 2015.”

An additional option to highlight the international nature of the Department’s program orientation and course offerings would be the renaming of the Department of Political Science as the Department of Politics and International Studies. Doing so may contribute not only to departmental recruitment efforts but also Faculty of Arts recruitment efforts as it would provide a more high profile means of highlighting the international studies opportunities at UW. Doing so would be consistent with the QS World Rankings category of “Politics and International Studies” as well as with other departments both abroad (including the University

of Warwick's Politics and International Studies Department with whom we are building a partnership) and domestically (Bishop's University, University of Regina.)

At the December departmental meeting, the following resolution was unanimously passed: "That the department to actively undertake further discussion of renaming the "Department of Political Science" as the "Department of Politics and International Studies" through a survey of faculty support, a consideration of the experience of other departments, and examination of the fit of the proposed name with student interests to be reported to the next Departmental meeting in April 2015."

10. We recommend that representatives of the Department, particularly the Associate Chair, Undergraduate, meet directly with the Coop office in order to discuss the needs and skills of Political Science students with respect to placement and possibilities for improving the types of placements these students receive.

**Program response:** The Department strongly endorses the recommendation to reinvigorate the undergraduate co-op programs with which it is associated. The Associate Chair (Undergraduate) meets regularly with the CECA Faculty Liaison, Scott Davis, and with the Co-op Advisory Council of the University. The Department is strongly committed to continuing these efforts. This is a high priority for the Department.

Last year, for the first time, the Department held an orientation session specifically for PSCI co-op students (our largest class in some time) and part of the process was to help students identify their skills as political science students. This year, for the first time, we are hosting a co-op recruitment event looking to recruit more co-op students. This is crucial as one of the things the co-op office has identified as impeding finding great employers for Political Science students is a lack of critical mass – the more students we can attract to the program, the more they can work to find them good jobs. In the future, we will continue with these recruitment and communication efforts. We also work with Cooperative Education and Career Action to see if it is possible to identify skills Political Science students need so that we can make sure students are aware of them, and can work to develop them. To this end, the Chair and Associate Chair, Undergraduate will meet with the appropriate liaison staff members at CECA (before June 30, 2015) to develop a go-forward strategy in regard to PSCI co-op.

### **MA Political Science Program - Recommendations**

11. We believe that it may be a good idea for the Department to collect data on the level of funding offered to MA students by other universities in southern Ontario. If Waterloo is indeed more generous, it should make it known, and including testimonials from current students on the Department's website could be one way of doing it.

**Program response:**

The Associate Chair, Graduate working with both the Graduate Affairs Committee and the Graduate Administrative Assistant will undertake efforts to attempt to assemble systematic data. An update on these efforts will be expected to be reported to the Department Meeting in April 2015.

12. Recommend narrowing the enrolment range to 20-30. (The 15-30 range appears a little wide.)

**Program response:** The Department has adopted a target enrollment of 15-20 students. To assist in continuing to achieve these targets, the Graduate Affairs Committee has adopted various strategies for improving the take-up rate for students receiving offers of admission in the current round of graduate admissions (Winter 2015). The first is a systematic approach to requesting and identifying research-related top-up funds from faculty members. The associated research opportunities and top-up funding generated will be communicated to individual students as they receive their offer of admission. So far, this has been very successful and top-funding for an estimated 50% of incoming students has already been identified (as of February 12<sup>th</sup>, 2015). The second element of the strategy will be a direct outreach campaign by which the Associate Chair, Graduate and Graduate Affairs Committee will oversee systematic process by which each individual student will be contacted personally by an individual professor in their field of interest.

On a on-going basis, the Associate Chair, Graduate working with the Graduate Affairs Committee and the Graduate Administrative Assistant will also undertake a series of survey/focus group sessions with both current and incoming (September 2015) students to determine the most effective strategies for increasing the take-up rate of students receiving offers of admission. These strategies will be presented to the Department Meeting in December 2015 and rolled-out in Winter/Spring 2016 for the 2016 round of graduate admissions.

As the program reviewers have helpfully pointed out, we are more likely to attract students with multiple offers if we highlight the relative advantage in our funding package, as well as the research strength of our faculty members. We will certainly do more to publicize these unique advantages of the MA program in future recruitment efforts. In this regard, we will take fully on board the program reviewers' helpful suggestions (#5 in section 2.8 of the reviewers' report), such as touring undergraduate classes and providing more MA student testimonials on the department's web site. These efforts will be the responsibility of the Associate Chair, Graduate working with the Graduate Affairs Committee and the Graduate

Administrative Assistant. A strategy in regard to these efforts will be presented to the Department Meeting in September 2015 to be put into effect in Fall 2016 for that year's recruiting period.

13. The Department should encourage more students to choose the coop option and invest in its relationship with the Cooperative Education program to improve the opportunities for Political Science students. The coop office's concerns about the viability of both the undergraduate and MA coop programs (as opposed to the MPS coop which it views as highly successful) is a source of concern and indicates that this is an area that needs to be addressed.

**Program response:** The Department is committed to taking a more proactive approach to the co-op program and this is a very high priority for the Department. We will do so in two aspects in particular, focusing, respectively, on better publicizing the program to the students and on better securing appropriate co-op employment opportunities. Firstly, the Associate Chair, Graduate Studies will have the responsibility to establish a closer cooperative relationship with CECA, so as to take advantage of their expertise and knowledge in better communicating the information about the coop program to our MA students. This year, for example, we invited Scott Davis from the coop office to make a presentation to MA students about the program, and this year alone we received coop applications from five students, (more than twice the total number of applications over the past five years). The Department will liaise with the CECA office in order to include a dedicated session on the co-op program in the Departmental Graduate Orientation program in September 2015.

Secondly, as helpfully pointed out by the program reviewers, we can also take advantage of the considerable job placement experience of the MPS director, Dan Henstra. The MA program had long benefited from its coop officer Professor Peter Woolstencroft, who had accumulated deep knowledge and established strong networks with industries, sectors, and organizations that may provide coop positions suitable for students in the MA program. Since Professor Woolstencroft's retirement in 2010, we have felt the strong need for another source of expertise on co-op opportunity development. As such, the Department will reinstate the position of Departmental Co-op officer (formerly held by Woolstencroft) on an interim basis through end April 2015 and, at that point, on a regular basis following the Department's regular (July-June) committee/officer appointment schedule. The Co-op officer will have responsibility to both broadly promote the program at both the undergraduate and graduate level as well as to liaise with CECA and undertake outreach efforts to help secure appropriate employment opportunities.

14. In order to recruit international students, the Department should continue to develop close partnerships with foreign institutions, as the Department is currently undertaking with the University of Warwick Department of Politics and International Studies. It is important that the Department receives support from the Faculty of Graduate Studies in attracting foreign students.

**Program response:** The Associate Chair, Graduate Studies has been instructed by the Associate Dean of Arts, Graduate Studies that the target for international intake at the graduate level in the Department is two students. In the past three years, the Department has either met or surpassed this target. Given the strong pool of international applicants in the current graduate application round, the Department is confident that it will again meet this target. At this point in time, no further activities are planned in this regard.

### Master of Public Service Program - Recommendations

15. The University should keep investing in the MPS program.

**Program response:** The Department strongly endorse this recommendation. The Department is committed to continuing to assist the Director of the MPS to promote and champion the program internally within the UW community.

16. The main challenge in terms of MPS enrollment involves space. Were the University to decide not to renew the lease in 2017, moving the program will have to be planned with extreme care. Ideally, the University would accept leasing more space (enough to enable an enrollment range of 45-55) for the program in a professional environment. Given the revenues generated for the University by the program, we believe this latter solution to be a valuable one. If the University decides to renew the lease, the enrollment problem caused by the lack of space (discussed above) would continue. The enrollment target of 48 would then have to be reduced to a more realistic figure.

**Program response:** The external reviewers emphasize that the program's professional space enhances the learning environment and is an asset clearly valued by students. Recognizing that the lease at Allen Square may not be renewed by the University, they recommend that the program be moved to a comparable space that preserves the professional environment and meets student expectations in light of the higher tuition fees. The reviewers also suggest that any new program space should accommodate up to 55 students, to allow for a more flexible target enrolment range of between 45 and 55 students per year.

The Department and program leadership endorse these recommendations, which are in line with our own impressions of student needs and wants. The Chair of Political Science and

Director of the MPS, along with the MPS program committee, will continue to advocate this priority. In a meeting with the President, Vice-President Academic and Provost, and Chair of Political Science on July 23, 2014, the President indicated his support for and commitment to providing space of comparable quality and square footage appropriate to a deregulated-fee professional graduate program. At that point, he requested that the VPAP initiate a process for considering appropriate on-campus space including a consideration of placing the program in the former Blackberry buildings recently acquired by the University. As the lease expires in mid-2017, the outcome of this process ideally should be concluded by early 2016 to allow for appropriate planning.

17. We strongly support the Department's argument for an additional staff person to support the MPS program.

**Program response:**

A two-year limited term Program Assistant has been approved (January 2015). The rationale for the limited-term position is that the program (and all associated positions) may physically move back to campus pending the expiration of the lease of off-campus space in August 2017. To avoid staffing complications associated with such a move and to maximize the pool of qualified applicants (likely higher should the program move back to campus), the decision was made to make the position limited term for the duration of the remaining lease period in the off-campus site.

18. The program should in fact aim to have all of its courses taught by regular professors, especially that students pay higher tuition to be in this program (note that all the MA courses in the Department are offered by regular professors). Other departments, however, could be encouraged to contribute to the program (through some form of compensation), thereby reducing the number of sessional teachers in the program.

**Program response:** We agree that the program would benefit greatly from further participation by faculty members in other Arts departments, and the MPS Director and program committee will take the lead in developing a mechanism that would appropriately compensate other departments for teaching contributions to the program to ensure that all courses not otherwise taught by 'marquee' adjunct instructors (e.g. former public service professionals or other former public officials) are normally taught on a regular basis by faculty members in the UW Faculty of Arts. The MPS Director will be responsible for pursuing this priority and will be asked to report to the Department in this regard at the December 2015 department meeting.



**APPENDIX: OVERVIEW OF RECOMMENDATION RESPONSE, ACTION STATUS, DEPARTMENTAL PRIORITIZATION, RESPONSIBILITY AND DEADLINE**

**Undergraduate PSCI Program – Top Five Priorities (Outstanding)**

<b>Rec #</b>	<b>Recommendation Summary</b>	<b>Recommendation Status</b>	<b>Department Priority</b>	<b>Responsible Committee/Officer</b>	<b>Action</b>	<b>Action Deadline Date</b>
3.a.	Streamline Global Governance and IR Specialization	Accepted Partially complete	High	Associate Chair, Undergraduate	-Global Governance specialization complete (pending formal approval) -International Relations specialization in consultation with History (anticipate submission for formal approval)	April 2015 – deadline to submit revised IR plan for formal approval
3.b.	Ensure courses for specializations taught on regular basis.	Accepted	High	Chair	-Ensure courses for specializations offered on a regular basis -Associate Chair, Undergrad has compiled a schedule of required courses for all specializations and all plans and the schedule on which they must be offered (completed)	Ongoing
4.a.	Assign Responsibility for Experiential Learning Stream	Accepted Pending	High	Chair	Dedicated faculty member to be assigned as champion for experiential learning stream (as well as PSCI 299 and PSCI 499) and as member of PSCI Undergraduate Affairs Committee	May 1, 2015
4.b.	Develop Opportunities for Faculty of Arts to support Experiential Learning streams	Accepted Pending	High	Experiential Learning Champion	Experiential learning champion (dedicated faculty member) to liaise with Faculty of Arts, Undergraduate Office	December 1, 2015 to report to Department meeting
10.	Meet with Cooperative Education and Career Action	Accepted Pending	High	Chair Associate Chair, Undergraduate	Meet with CECA liaison to both exchange information in regard to PSCI co-op opportunity needs as well as to coordinate in regard to communication and recruitment strategies	Meet by June 30, 2015; report to Department in September, 2015

**Undergraduate PSCI Program – Medium/Low Priority and Completed/Inactionable Items**

7.	Consider extension of blended learning teaching strategies	Accepted	Medium (long-term)	Undergraduate Committee	-extension of blended learning in departmentally directed experiential learning courses -pilot project (Teaching Excellence Academy) on extension of blended learning strategies in mid-undergraduate level courses	-September 1, 2015 for Undergraduate Affairs Committee to report to Department Meeting -December 1, 2015 for initial report of pilot project to Department meeting
9.a.	Created dedicated exchange opportunities for undergraduate students	Accepted Ongoing (some already complete)	Medium (long-term)	Undergraduate Affairs Committee	-consider additional opportunities to develop undergraduate exchange opportunities	April, 2016 to report on ongoing efforts to Department meeting
9.b.	Leverage affiliation with Balsillie School to increase international visibility of undergraduate programs	Formally under consideration	Medium (long-term)	Undergraduate Affairs committee	-consider formally designating specific UW PSCI undergraduate programs (such as the International Studies and International Trade Minors) be affiliated with the Balsillie School of International	April, 2015 for committee to report to Department meeting
8.	Improve Recruitment of International Undergraduate Student	Accepted	Low (long-term)	Undergraduate Affairs Committee	-prepare assessment of international recruitment to Political Science and potential strategies for recruitment into Political Science which is not a direct entry program	-December1, 2015 to report to Department meeting
2.	Shift from BA General towards only BA Honours programs	Accepted Action Complete	High		4 yr. General BA discontinued (pending formal UGAG approval)	
5.	Require 0.5 credit methods course for all PSCI majors.	Accepted Action Complete	High	Associate Chair, Undergraduate Affairs	PSCI research/statistical/normative required methods course to be required (pending formal UGAG approval)	
6.	Ensure introduction of students to political theories	Concurrent with Recommendation 5 above.	High			
1.	Avoid making additional major program changes.	Accepted No action required	High			



**PSCI MA Program – Top Three Priorities**

<b>Rec #</b>	<b>Recommendation Summary</b>	<b>Recommendation Status</b>	<b>Department Priority</b>	<b>Responsible Committee/Officer</b>	<b>Action</b>	<b>Action Deadline Date</b>
11	Collect data on graduate funding levels of other institutions	Accepted Ongoing	High	Associate Chair, Graduate Studies	Collect data on graduate funding levels	April 2015 to report to Department
13.a.	Encourage more students to choose co-op option.	Accepted Pending	High	Associate Chair, Graduate Studies	Incorporate relevant CECA liaison in planning for Graduate Orientation and including co-op session in Graduate Orientation	September 1, 2015
13.b.	Invest in relationship with CECA	Accepted Pending	High	Chair Associate Chair, Graduate Studies	Meet with CECA liaison	June 30, 2015
14.	Enhanced recruitment of international graduate students	Accepted Pending	Low	Graduate Studies Committee	Consider development of future international linkages at the graduate studies level should the number of allowable graduate admitted per year rise (from current level of 2)	n/a
12	Narrow graduate enrollment targets	Accepted Complete	High		Enrollment target now set at 15-20	

**Master of Public Service – Top Two Priorities**

<b>Rec #</b>	<b>Recommendation Summary</b>	<b>Recommendation Status</b>	<b>Department Priority</b>	<b>Responsible Committee/Officer</b>	<b>Action</b>	<b>Action Deadline Date</b>
16	Ensure continued access to dedicated program space appropriate to professional program	Accepted Only party actionable at Department level	High	MPS Director	Continue to be involved in an ongoing basis in all discussions regarding space allocated to the MPS program	Ongoing – report any developments to Department meeting
18	Have all courses taught by regular faculty members	Accepted Ongoing	High	MPS Director	Develop strategy to have all courses in MPS not taught by ‘marquee’ adjuncts to be taught by regular faculty members in Faculty of Arts	December 1, 2015 to report progress to Department meeting
17	Additional staff person to support MPS	Accepted Complete				
15	Encourage continued University investment in MPS program	Accepted Not actionable at Department level				