

# Education Studies MA, PhD Final Assessment Report & Implementation Plan

Faculty / Affiliated University College	Faculty of Education			
Degrees Offered	Education - MA, PhD			
Date of Last Review	2010-2011			
Approved Fields	<ul> <li>School and Applied Child Psychology - PhD and MA</li> <li>Critical Policy, Equity, and Leadership Studies - PhD and MA</li> <li>Curriculum Studies - PhD and MA</li> <li>Applied Linguistics - PhD and MA</li> <li>Counselling Psychology (MA only)</li> </ul>			
External Consultants	Nicholas Ng_A-Fook, Professor, Faculty of Education, University of Ottawa	Charlotte Enns, Professor, Faculty of Education, University of Manitoba		
Internal Reviewer	Lina Dagnino, Professor, Dept. Physiology and Pharmacology, SSMD	Jina Kum, Dept. Pathology and Laboratory Medicine, SSMD		
Date of Site Visit	June 17 and 18, 2019			
Date Review Report Received	July 25, 2019			
Date Program/Faculty Response Received	September 30, 2019			
Evaluation	Good Quality with report April 2022			
Approval Dates	SUPR-G: October 21, 2019 SCAPA: October 30, 2019 Senate (FYI only): May 8, 2020		2 <sup>nd</sup> SUPR-G: March, 6,2020 3 <sup>rd</sup> SUPR-G: April 14, 2020 2 <sup>nd</sup> SCAPA: April 29, 2020	
Date of Next Review	Year of next cyclical review 2026-2027			

## **Overview of Western's Cyclical Review Assessment Reporting Process**

In accordance with Western's Institutional Quality Assurance Process (IQAP), adopted on May 11, 2011, revised June 22, 2012, this Final Assessment Report (FAR) provides a summary of the cyclical review, internal responses and assessment and evaluation of the MA and PhD Programs delivered by the Faculty of Education.

This report considers the following documents: the program's self-study, the external consultants' report and the responses from the Faculty (Acting Dean and Associate Dean –

Graduate). The Final Assessment Report identifies the strengths of the program, opportunities for program enhancement and improvement, details and prioritizes the recommendations of the external consultants, and prioritizes those recommendations that are selected for implementation.

The Implementation Plan details the recommendations from the Final Assessment Report that are selected for implementation, identifies who is responsible for approving and acting on the recommendations, any action or follow-up that is required, and the timeline for completion.

The Final Assessment Report and Implementation Plan is sent for approval through SUPR-G and SCAPA, then for information to Senate and the Ontario Universities' Council on Quality Assurance and is made available on a publicly accessible location on Western's IQAP website

The FAR and Implementation Plan is the only document resulting from the Graduate cyclical review process that is made public; all other documents are confidential to the Faculty of Education, SGPS and SUPR-G.

#### **Executive Summary**

The Master's program began in 1975 as an M.Ed. In 2013 the degree name changed to MA. The PhD program began in 2000.

The Faculty of Education's Academic and Research Clusters (ARCs) are integral to developing and delivering high-quality academic programs in Education. The ARCs and their Chairs work collegially with the Associate Dean, Graduate Programs, to provide academic oversight and development of the research-intensive programs. The ARC Chairs have the capacity to make decisions which are then considered as motions or information items by the Dean or Associate Dean Graduate Programs, Executive Committee, Faculty Council and/or Graduate Faculty Council.

- The Applied Psychology ARC includes professors whose principal scholarly work is in counselling psychology, clinical psychology, inclusive education, educational psychology, or neuroscience.
- The Critical Policy, Equity and Leadership Studies ARC includes professors whose principal scholarly work is in one or more of those 3 realms.
- The Curriculum Studies and Studies in Applied Linguistics ARC includes professors whose principal scholarly work is in either or both Curriculum Studies or Applied Linguistics.

#### Vision Statement:

The vision for Western's Faculty of Education speaks to the commitment to foster informed global citizenship through transformative educational opportunities and recognizes the Faculty as an engaged academic community guided by the values of integrity and ethics, equity and social justice, and academic and research excellence. Inherent within the mission statement is a deep commitment to the delivery of innovative research-intensive academic programs which aim to enhance equity and accessibility for all learners; rigorous research defined by high academic and social impact; and, culturally and socially responsive service that aims to produce high-quality outcomes that positively affect education and benefit all of society.

#### **Review Process**

During the external review, the review committee, comprised of two external reviewers, one internal reviewer and a doctoral student, were provided with Volume I (the self-study document) and II (faculty member CVs) of the review documentation in advance of their visit and then met over two days with the:

- Vice Provost and Associate Vice-Provost of the School of Graduate & Postdoctoral Studies
- Vice Provost of Academic Planning, Policy and Faculty
- Dean of the Faculty of Education
- Associate Dean, Graduate, of the Faculty of Education
- Six members of the Graduate Faculty, Education
- Associate Chief Librarian
- Four Doctoral Students

Following the onsite review, the external reviewers submitted a comprehensive report of their findings which was sent to the Faculty of Education's Associate Dean, Graduate and Dean for review and response.

These formative documents, including Volumes I and II, the External Report, the program response (provided by the Associate Dean, Graduate) and the Dean's response, have formed the basis of this summative assessment report of the Education Studies Graduate Programs (MA and PhD), collated and submitted to SGPS and the Senate Graduate Program Review Committee (SUPR-G) by the Internal Reviewer.

### **Summative Assessment – External Reviewers' Report**

#### **Strengths of the Program**

The Learning Outcomes for the different fields are clearly mapped, they fulfill the educational mission of the Institution, and are consistently met. The contents of the courses offered, assignments and required milestones provide students with ample opportunities to relate the concepts learned in class with the research they develop. Students have numerous professional learning opportunities, and the possibility to work with several prominent researchers and their research centres, as well as community-based centres.

Faculty members are active in research and fairly evenly spread across the research areas. They provide excellent supervision to the Graduate Student population, but they are functioning at capacity.

Since the last review, the Faculty of Education has made substantial progress towards reconceptualizing and reorganizing the MA and PhD research-intensive programs so they align with its research strengths (ARCs) and are distinct from the professional programs:

ARC: Applied Psychology

Field(s): School and Applied Child Psychology

Counselling Psychology (MA only)

ARC: Critical Policy, Equity and Leadership Studies (CPELS)

Field(s): Critical Policy, Equity and Leadership

ARC: Curriculum Studies and Studies in Applied Linguistics (CSSAL)

Field(s): Curriculum Studies

**Applied Linguistics** 

#### **Innovative Aspects**

The scope and sequencing of the PhD in the School and Applied Child Psychology field is unique and innovative in scaffolding opportunities for its graduate students to do different field (practicum) placements over the course of the first three years of their program.

## Summary of the Reviewers' Key Recommendations and Department/Faculty Responses

#### **High Priority:**

Reviewers' Recommendation	Program/Faculty Response
Ensure the maintenance of highly qualified tenure	
track professors to supervise and teach within	
different research clusters and programs:	
Indigenous Studies	Three new faculty members have been hired as
	part of the Western/Faculty of Education
	commitment to Indigenous Education
MA Counselling	This is a high-quality program with a large number of students: it has recently lost a faculty member and is not viable with the current staffing. However, it does not fall squarely in the mandate of the Faculty of Education. The resourcing of the Applied Psychology ARC has strategic implications for the Faculty which should be decided by the next Dean.
Critical Policy, Equity and Leadership Studies	The ratio of faculty to graduate students in CPELS is significantly better than in Curriculum Studies and Studies in Applied in Linguistics.
Commit the necessary resources to support the implementation of TRC 94 Calls to Action within	5
the:	
physical spaces	Extensive renovations in the Faculty of Education building will create space to support learning, teaching, researching and networking of Indigenous students, professors, staff and community members
human resources	A full-time PMA position will support Indigenous students: see above for increases in Indigenous Education faculty hires

Reviewers' Recommendation	Program/Faculty Response
programs	New Indigenous Education faculty will develop
	relevant programming
Ensure an instructional balance within the field of	There are currently 5 registered psychologists
School and Applied Child Psychology, where	associated mainly with this program: since it is
registered psychologists are needed as instructors	consistently under-enrolled, further hires would
to meet accreditation standards. Even though	be ill-advised. It may be possible to re-structure
faculty members are well-qualified in the areas of	workloads, hire limited duties or teaching
developmental, neuro, or cognitive psychology,	stream faculty or share courses with the
they lack the professional credentials which can	department of Psychology.
potentially limit their teaching contribution to this	
program.	
Develop a comprehensive and empathetic	The Graduate office will review records of
communication and support strategy for students	communication
who need extra time to complete their program	
Ensure equitable supervision workloads in relation	Students are admitted only if a faculty member
to rank and start date of different professors	agrees to supervise them. Academic leaders in
working at the Faculty of Education	the Faculty of Education should counsel and
	empower early career faculty members to admit
	a manageable number of students. Faculty with
	less extensive supervisory roles may be
	encouraged to engage in a variety of ways.
Ensure graduate students have access to university	A new library space is in the process of
library resources	renovation.
Establish a procedure for specifically recruiting	The Faculty strategic plan prioritizes targeted
Indigenous students or students with disabilities	recruitment and retention efforts for Indigenous
into any of the research-intensive programs, which	students as well as student placements in
is an important gap that should be addressed.	Indigenous cultural settings.
	The Education building will be audited for
	accessibility; a plan to recruit and support
	students with disabilities will be developed and
	focus groups will be held to consider ways to
	develop a more inclusive and equitable Faculty
	culture

## **Medium Priority:**

Reviewers' Recommendation	Program/Faculty Response
Examine the governance structure of ARC Chairs in	The governance structure in the Faculty is being
relation to their administrative responsibilities and	reviewed by Acting Dean, Associate Deans,
workload commitments to Associate Dean,	Chairs and Academic Research Cluster members,
graduate program support staff, colleagues, and	including the possibility of creating a
graduate students (managing a budget; part-time	departmental structure. The expectation is that
hiring recommendations; reviewing annual reports;	ARC chairs will undertake graduate chair roles,
developing handbooks; admissions, etc.)	which will probably involve an expansion of their
	responsibilities and concomitant workload
	adjustments.

Reviewers' Recommendation	Program/Faculty Response
Develop a handbook that outlines the vision,	Handbooks will be developed with Academic
learning outcomes, scope and sequencing of the	Research Cluster-specific information regarding
CPELS and CSSAL programs toward ensuring	learning outcomes, vision and scope.
consistency across these two programs	
Create an annual report with milestones for MA students	An electronic template for this report will be created by the Graduate Office staff, in
	consultation with Chairs and instructors
Consider cross-listing some courses in certain fields of study toward ensuring more choice and some annual programmatic flexibility depending on teaching availability.	ARCs and their Chairs will analyze course data and consider cross-listing of appropriate courses. A process will be developed to ensure that courses with historically low enrolments will not be cancelled as a result.
Ensure equitable access to:	will not be cancelled as a result.
increased scholarship funding for MA students	The Acting Dean suggests making this a high priority with standardized amounts to be provided by the Faculty and possibly matched by supervisor grants. This may be included in the Faculty budget for Fall 2020.
workspaces	not addressed
Develop a strategy to increase the MA applications to the field of CEPLS	CPELS academic research cluster will work with Faculty's marketing and recruitment personnel.
	The MA in School and Applied Psychology in is
	even more sharply under-enrolled and should
	also have a recruitment campaign.

#### **Low Priority:**

Reviewers' Recommendation	Program/Faculty Response
Examine the division between online and in-person	This has been considered by one ARC but they
programming for the professional and research-	decided not to proceed because of concerns
based degrees to see if it might increase MA	that under-enrolled courses might be cancelled
student recruitment and more flexibility in	and that this might blur the line between
programming	professional and research programs.

# **Implementation Plan**

The Implementation Plan provides a summary of the recommendations that require action and/or follow-up. The Associate Dean, in consultation with SGPS and the Dean of the Faculty, will be responsible for enacting and monitoring the actions noted in Implementation Plan. The details of progress made will be presented in the Deans' Annual Planning Document. The recommendations below are presented in roughly the priority order listed by the reviewers, though some recommendations have been combined where appropriate.

Recommendation	Proposed Action and Follow-up	Responsibility	Timeline
Ensure that there are sufficient resources to allow for effective	Three new faculty members have been hired,	Dean	Completed
supervision within Indigenous Studies and to support the implementation of the TRC	A PMA position has been moved from part-time to full-time	Dean	Completed
calls to action	Renovations of the previous library space to support learning, teaching, researching and networking of Indigenous students, professors, staff and community members has begun	Dean	Underway: completion expected March 2021
	Activate the Faculty strategic plan with respect to the recruitment and retention of Indigenous students.	Associate Dean – Graduate	September 2020
Evaluate the role of the MA Counselling field within the Faculty and the resource allocation to the School and Applied Psychology field to ensure	Examine the role of the MA field in Counselling and the School and Applied Child Psychology field in the Faculty strategic plan	Dean	September 2021
that graduate programming is appropriately supported	Examine current workload structures (especially of registered psychologists) and revise as necessary	Dean	March 2021
	Develop a recruitment plan for the MA in School and Applied Psychology	Associate Dean – Graduate	August 2020
	Explore the possibility of cross-listing courses with the Department of Psychology	Associate Dean – Graduate	December 2020
Ensure equitable supervision workloads in relation to rank and start date of different	Counsel and empower early career faculty members to admit a manageable number of students; this could be	Dean	April 2020 and ongoing

Professors working at the Faculty of Education  Develop models for faculty with fewer supervisions to support graduate programs in other ways.  Develop and implement a plan to recruit and support students with disabilities into the research-intensive programs.  Develop a comprehensive and equitable Faculty concerns and develop a more inclusive and equitable access to university library resources  Insure graduate students have access to university library resources  Tensure graduate students have access to space appropriate for their needs  Create an annual report with milestones for MA students  Develop a handbook for CPELS and CSSAL fields  Develop a nodel so for faculty with fewer supervisions to support strategory for support strategory for strategory for support sup	Recommendation	Proposed Action and	Responsibility	Timeline
Faculty of Education    Develop models for faculty with fewer supervisions to support graduate programs in other ways.    Develop and implement a plan to recruit and support students with disabilities into the research-intensive programs.    Develop and implement a plan to recruit and support students with disabilities into the research-intensive programs.    Develop and implement a plan to recruit and support students with disabilities into the research-intensive programs.    Develop a comprehensive and equitable Faculty culture		Follow-up		
Develop models for faculty with fewer supervisions to support graduate programs in other ways.    Develop a procedure for specifically recruiting students with disabilities into the research-intensive programs.   Develop and implement a plan to recruit and support students with disabilities into the research-intensive programs.   Hold focus groups to consider ways to develop a more inclusive and equitable Faculty culture   Audit the Education building for accessibility   Dean and Associate Dean Graduate   December 2020		•		
with fewer supervisions to support graduate programs in other ways.  Establish a procedure for specifically recruiting students with disabilities into the research-intensive programs.  Hold focus groups to consider ways to develop a more inclusive and equitable Faculty culture  Audit the Education building for accessibility and empathetic communication and support strategy for students who need extratime to complete their program  Ensure graduate students have access to university library resources  Establish a procedure for specifically recruiting and empathetic communication and support strategy for students who need extratime to complete their program  Ensure graduate students have access to university library resources  Increased scholarship funding for MA students  Powelop a model to be included in the Faculty budget for Fall 2020.  Morkspaces  Review the space allocated to graduate students and ensure all students have access to space appropriate for their needs  Create an annual report with milestones for MA students  Develop a handbook for  Examine and resolve  Dean Graduate  Associate Dean — Graduate  September 2020  September 2020  Dean August 2020  Dean August 2020  April 2020  April 2020  April 2020  April 2020  September 2020  September 2020  September 2020  September 2020  September 2020  September 2020  August 2020	Faculty of Education	probationary meetings.		
with fewer supervisions to support graduate programs in other ways.  Dean – Graduate  Dean – Graduate  Dean – Graduate  Dean – Graduate  September 2020  Graduate  Associate Dean – Graduate  Associate Dean – Graduate  Associate Dean – Graduate  Associate Dean – Graduate  December 2020  Dean  August 2020  Dean  Dean  August 2020  Dean				4 11 2020
Support graduate programs in other ways.   September 2020   September 20				
Establish a procedure for specifically recruiting students with disabilities into the research-intensive programs.  Hold focus groups to consider ways to develop a more inclusive and equitable Faculty culture  Audit the Education building for accessibility concerns and develop models of communication and support strategy for students who need extratime to complete their program  Ensure graduate students have access to university library resources  Ensure equitable access to: increased scholarship funding for MA students  Develop a MA students or space allocated to graduate students have access to space appropriate for their needs  Create an annual report with milestones for MA students  Develop a handbook for  Develop a model to be required by SCPS for all graduate students  A nannual report with milestones for MA students  Develop a handbook for  Develop a model to be required by SCPS for all graduate students  A nannual report with milestones for MA students  Develop a handbook for  Develop a model to be required by SCPS for all graduate students  Develop a handbook for  Develop a model or service appropriate for their needs  A sosciate Dean — September 2020  Associate Dean — September 2020  December 2020  Dean and Associate Dean — September 2020  Associate Dean — September 2020  Dean August 2020  Dean August 2020  Dean August 2020  Dean August 2020  August 2020  April 2020  April 2020  April 2020  April 2020  April 2020  Fermine and resolve  Develop a handbook for  Examine and resolve  Associate Dean — September 2020  Associate Dean — April 2020  Associate Dean — April 2020		-	Dean – Graduate	ongoing
Establish a procedure for specifically recruiting students with disabilities into the research-intensive programs.  Hold focus groups to consider ways to develop a more inclusive and equitable Faculty culture  Audit the Education building for accessibility concerns and develop models of communication and support strategy for students who need extra time to complete their program  Ensure equitable access to: increased scholarship funding for MA students  Develop a more inclusive and equitable Faculty culture  Audit the Education building for accessibility concerns and develop models of communication and support strategy for students who need extra time to complete their program  Ensure graduate students have access to university library resources  Ensure equitable access to: increased scholarship funding for MA students  Develop a model to be included in the Faculty budget for Fall 2020.  Workspaces  Review the space allocated to graduate students and ensure all students have access to space appropriate for their needs  Create an annual report with milestones for MA students  Develop a handbook for  Examine and resolve  Associate Dean — Graduate  Associate Dean — Graduate  September 2020  September 2020  Dean August 2020  Dean — August 2020  Dean — September 2020  Associate Dean — August 2020  August 2020  August 2020  Associate Dean — April 2020  August 2020  August 2020  Dean — April 2020  April 2020  April 2020  Featember 2020				
specifically recruiting students with disabilities into the research-intensive programs.  Hold focus groups to consider ways to develop a more inclusive and equitable Faculty culture  Audit the Education building for accessibility Dean Graduate  Develop a comprehensive and empathetic communication and support strategy for students who need extra time to complete their program  Ensure graduate students have access to university library resources  Ensure equitable access to increased scholarship funding for MA students  Develop a model to be included in the Faculty budget for Fall 2020.  Workspaces  Review the space allocated to graduate students and ensure all students have access to space appropriate for their needs  Create an annual report with milestones for MA students  Develop a handbook for  Examine and resolve  Associate Dean — Graduate  Dean Graduate  September 2020  Dean Graduate  September 2020  Dean August 2020  Dean August 2020  Dean August 2020  Associate Dean — Graduate  September 2020  Associate Dean — August 2020  August 2020  April 2020  April 2020  April 2020  Fermier 2020  Associate Dean — Graduate  Dean August 2020  Dean August 2020  August 2020  Dean August 2020		in other ways.		
specifically recruiting students with disabilities into the research-intensive programs.  Hold focus groups to consider ways to develop a more inclusive and equitable Faculty culture  Audit the Education building for accessibility Dean Graduate  Develop a comprehensive and empathetic communication and support strategy for students who need extra time to complete their program  Ensure graduate students have access to university library resources  Ensure equitable access to: increased scholarship funding for MA students  Develop a model to be included in the Faculty budget for Fall 2020.  Workspaces  Review the space allocated to graduate students and ensure all students have access to space appropriate for their needs  Create an annual report with milestones for MA students  Develop a handbook for  Examine and resolve  Associate Dean — Graduate  September 2020  Dean Massociate Dean — September 2020  Dean September 2020  Dean August 2020  Dean August 2020  Associate Dean — September 2020  April 2020  April 2020  April 2020  April 2020  September 2020	Establish a procedure for	Dayalan and implement a	Accociato Doan -	Santambar 2020
students with disabilities into the research-intensive programs.  Hold focus groups to consider ways to develop a more inclusive and equitable Faculty culture  Audit the Education building for accessibility  Develop a comprehensive and empathetic communication and support strategy for students who need extra time to complete their program  Ensure graduate students have access to university library resources  Ensure equitable access to: increased scholarship funding for MA students  Workspaces  Review the space allocated to graduate students and ensure all students have access to space appropriate for their needs  Create an annual report with milestones for MA students  Develop a handbook for  Examine and resolve  Associate Dean — Graduate  Dean and Associate Dean — Graduate  September 2020  Dean Associate Dean — September 2020  Dean August 2020  Dean August 2020  Dean August 2020  Dean August 2020  April 2020  April 2020  September 2020  April 2020  September 2020  April 2020  September 2020  Associate Dean — April 2020  April 2020  September 2020  Associate Dean — April 2020  April 2020  September 2020	•			September 2020
into the research-intensive programs.  Hold focus groups to consider ways to develop a more inclusive and equitable Faculty culture  Audit the Education building for accessibility  Develop a comprehensive and empathetic communication and support strategy for students who need extra time to complete their program  Ensure graduate students have access to university library resources  Ensure equitable access to: increased scholarship funding for MA students  Morkspaces  Create an annual report with milestones for MA students  Develop a handbook for  Hold focus groups to consider Ways to develop a more inclusive and equitable access to space appropriate for their needs  A sosociate Dean — Graduate  Dean and Associate Dean — Graduate  Dean Graduate  September 2020  Associate Dean — September 2020  Dean August 2020  Associate Dean — Graduate  September 2020  Dean August 2020  Dean August 2020  Associate Dean — Graduate  Foraduate  An annual report with milestones for MA students  Develop a handbook for Examine and resolve  Associate Dean — September 2020  Associate Dean — April 2020  Associate Dean — Graduate  September 2020  Associate Dean — Graduate  Associate Dean — September 2020		1 .	Graduate	
Programs.  Hold focus groups to consider ways to develop a more inclusive and equitable Faculty culture  Audit the Education building for accessibility  Develop a comprehensive and empathetic concerns and develop models of communication and support strategy for students who need extra time to complete their program  Ensure graduate students have access to university library resources  Ensure equitable access to: increased scholarship funding for MA students  Workspaces  Review the space allocated to graduate students and ensure all students have access to space appropriate for their needs  Create an annual report with milestones for MA students  Develop a handbook for  Hold focus groups to consider ways to develop a model to develop and Associate Dean — Graduate  September 2020  Associate Dean — September 2020  Dean  Dean  August 2020  Associate Dean — August 2020  Foraduate  An annual report is required by SGPS for all graduate students  Develop a handbook for  Examine and resolve  Associate Dean — September 2020  April 2020  September 2020  Associate Dean — September 2020		Students with disabilities		
consider ways to develop a more inclusive and equitable Faculty culture  Audit the Education building for accessibility  Develop a comprehensive and empathetic concerns and develop communication and support strategy for students who need extra time to complete their program  Ensure graduate students have access to university library resources  Ensure equitable access to: increased scholarship funding for MA students  Workspaces  Create an annual report with milestones for MA students  Develop a handbook for  Concerns and develop and develop and develop models of communication to address common problems  A new library space is in the process of renovation.  Dean  September 2020  Dean  August 2020  Dean  August 2020  Dean  September 2020  Dean  August 2020  August 2020  April 2020  April 2020  April 2020  April 2020  September 2020  April 2020  April 2020  April 2020  September 2020  April 2020  April 2020  April 2020  April 2020  April 2020  September 2020  April 2020		Hold focus groups to	Associate Dean –	December 2020
more inclusive and equitable Faculty culture  Audit the Education building for accessibility  Develop a comprehensive and empathetic communication abupport strategy for students who need extra time to complete their program  Ensure graduate students have access to university library resources  Ensure equitable access to: increased scholarship funding for MA students  Workspaces  Create an annual report with milestones for MA students  Develop a handbook for  Modit the Education building for accessibility  Dean Graduate  A ssociate Dean — Graduate  September 2020  An and Associate Dean — Graduate  September 2020  Dean August 2020  April 2020  Associate Dean — September 2020  April 2020  April 2020  September 2020  April 2020  April 2020  April 2020  April 2020  September 2020  April 2020	programs.			2020
equitable Faculty culture  Audit the Education building for accessibility  Develop a comprehensive and empathetic concerns and develop models of communication and support strategy for students who need extratime to complete their program  Ensure graduate students have access to university library resources  Ensure equitable access to: increased scholarship funding for MA students  Workspaces  Review the space allocated to graduate students and ensure all students have access to space appropriate for their needs  Create an annual report with milestones for MA students  Develop a handbook for  Evamine and resolve  Dean and Associate Dean – September 2020  September 2020  Graduate  Dean  September 2020  Dean  August 2020  Dean  August 2020  April 2020  April 2020			Gradate	
Audit the Education building for accessibility  Develop a comprehensive and empathetic communication and support strategy for students who need extratime to complete their program  Ensure graduate students have access to university library resources  Ensure equitable access to: increased scholarship funding for MA students  Morkspaces  Review the space allocated to graduate students have access to space appropriate for their needs  Create an annual report with milestones for MA students  Develop a handbook for  Dean Associate Dean — Graduate  Associate Dean — September 2020  Dean Associate Dean — September 2020  Dean August 2020  Dean August 2020  Dean August 2020  April 2020  April 2020  April 2020  September 2020  April 2020  September 2020  September 2020  April 2020  April 2020  September 2020  September 2020  April 2020  April 2020  September 2020  April 2020  April 2020  September 2020				
building for accessibility  Develop a comprehensive and empathetic concerns and develop models of communication and support strategy for students who need extra time to complete their program  Ensure graduate students have access to university library resources  Ensure equitable access to: increased scholarship funding for MA students  Workspaces  Review the space allocated to graduate students and ensure all students and ensure all students have access to space appropriate for their needs  Create an annual report with milestones for MA students  Develop a handbook for  Ensure equitable access to:  Review the space allocated to graduate students and ensure all students have access to space appropriate for their needs  Ensure equitable access to:  Increased scholarship funding for MA students  Ensure equitable access to:  Increased scholarship funding for MA students  Ensure equitable access to:  Increased scholarship funding for MA students  Ensure equitable access to:  Increased scholarship funding for MA students  Ensure equitable access to:  Increased scholarship funding for MA students  Ensure equitable access to:  Increased scholarship funding for MA students  Ensure equitable access to:  Increased scholarship funding for MA students  Ensure equitable access to:  Increased scholarship funding for MA students  Ensure equitable access to:  Increased scholarship funding for MA students  Ensure equitable access to:  Increased scholarship funding for MA students  Ensure equitable access to:  Increased scholarship funding for MA students  Ensure equitable access to:  Increased scholarship funding for MA students  Ensure equitable access to:  Increased scholarship funding for MA students  Ensure equitable access to:  Increased scholarship funding for MA students  Ensure equitable access to:  Increased scholarship funding for MA students  Ensure equitable access to:  Increased scholarship funding for MA students  Ensure equitable access to:  Increased scholarship funding for MA students  Ensure equitable access to		equitable racally calcule		
Develop a comprehensive and empathetic concerns and develop models of communication and support strategy for students who need extra time to complete their program  Ensure graduate students have access to university library resources  Ensure equitable access to: increased scholarship funding for MA students  Merican annual report with milestones for MA students  Create an annual report with milestones for MA students  Develop a handbook for  Review records to identify concerns and develop models of communication to address common problems  A seview records to identify concerns and develop models of communication to address common problems  A new library space is in the process of renovation.  Dean  September 2020  Dean  August 2020  Dean  August 2020  Dean  September 2020  Dean  August 2020  April 2020  April 2020  April 2020  April 2020  April 2020  April 2020  September 2020  April 2020		Audit the Education	Dean and Associate	September 2020
Develop a comprehensive and empathetic communication and support strategy for students who need extra time to complete their program  Ensure graduate students have access to university library resources  Ensure equitable access to: increased scholarship funding for MA students  Morkspaces  Review records to identify concerns and develop models of communication to address common problems  Dean  September 2020  Dean  September 2020  Dean  August 2020  Create an annual report with milestones for MA students  Develop a handbook for  Examine and resolve  Associate Dean — September 2020  September 2020  September 2020  September 2020  Associate Dean — April 2020  September 2020  September 2020  September 2020		building for accessibility	Dean Graduate	
and empathetic communication and support strategy for students who need extra time to complete their program  Ensure graduate students have access to university library resources  Ensure equitable access to: increased scholarship funding for MA students  Review the space allocated to graduate students and ensure all students and ensure all students and ensure appropriate for their needs  Create an annual report with milestones for MA students  Develop a handbook for  Create an anndbook for  Examine and resolve  Graduate  September 2020  April 2020  April 2020  September 2020	Develop a comprehensive		Associate Dean –	September 2020
communication and support strategy for students who need extra time to complete their program  Ensure graduate students have access to university library resources  Ensure equitable access to: increased scholarship funding for MA students  Review the space allocated to graduate students and ensure all students and ensure all students and ensure all students appropriate for their needs  Create an annual report with milestones for MA students  Develop a handbook for  models of communication to address common problems  Dean  September 2020  Dean  August 2020  Dean  September 2020  Dean  September 2020  April 2020  April 2020  April 2020  September 2020  April 2020  April 2020  September 2020	1	•	Graduate	
students who need extra time to complete their program  Ensure graduate students have access to university library resources  Ensure equitable access to: increased scholarship funding for MA students  Workspaces  Review the space allocated to graduate students and ensure all students and ensure all students have access to space appropriate for their needs  Create an annual report with milestones for MA students  Develop a handbook for  Examine and resolve  A new library space is in the process of renovation.  Dean  September 2020  August 2020  Dean  September 2020  April 2020  April 2020  September 2020	•	-		
students who need extra time to complete their program  Ensure graduate students have access to university library resources  Ensure equitable access to: increased scholarship funding for MA students  Workspaces  Review the space allocated to graduate students and ensure all students and ensure all students have access to space appropriate for their needs  Create an annual report with milestones for MA students  Develop a handbook for  Examine and resolve  A new library space is in the process of renovation.  Dean  September 2020  August 2020  Dean  September 2020  April 2020  April 2020  September 2020	support strategy for	to address common		
Ensure graduate students have access to university library resources  Ensure equitable access to: increased scholarship funding for MA students  Envire equitable access  To: increased scholarship funding for MA students  Ensure equitable access  Ensure equitable access to: included in the Faculty budget for Fall 2020.  Ensure equitable access to: included in the Faculty budget for Fall 2020.  Ensure equitable access to: included in the Faculty budget for Fall 2020.  Ensure equitable access to: included in the Faculty budget for Fall 2020.  Ensure equitable access to: included in the Faculty budget for Fall 2020.  Ensure equitable access to: included in the Faculty budget for Fall 2020.  Ensure equitable access to: included in the Faculty budget for Fall 2020.  Ensure equitable access to: included in the Faculty budget for Fall 2020.  Ensure equitable access to: included in the Faculty budget for Fall 2020.  Ensure equitable access to: included in the Faculty budget for Fall 2020.  Ensure equitable access to: included in the Faculty budget for Fall 2020.  Ensure equitable access to: included in the Faculty budget for Fall 2020.  Ensure equitable access to: included in the Faculty budget for Fall 2020.  Ensure equitable access to: included in the Faculty budget for Fall 2020.  Ensure equitable access to: included in the Faculty budget for Fall 2020.  Ensure equitable access to: included in the Faculty budget for Fall 2020.  Ensure equitable access to: included in the Faculty budget for Fall 2020.  Ensure equitable access to: included in the Faculty budget for Fall 2020.  Ensure equitable access to: included in the Faculty budget for Fall 2020.  Ensure equitable access to: included in the Faculty budget for Fall 2020.  Ensure equitable access to: included in the Faculty budget for Fall 2020.  Ensure equitable access to: included in the Faculty budget for Fall 2020.  Ensure equitable access to: included in the Faculty budget for Fall 2020.  Ensure equitable access to: included in the Faculty budget for Fall 2020.		problems		
Ensure graduate students have access to university library resources  Ensure equitable access to: increased scholarship funding for MA students  Envire equitable access  To: increased scholarship funding for MA students  Ensure equitable access  Ensure equitable access to: included in the Faculty budget for Fall 2020.  Ensure equitable access to: included in the Faculty budget for Fall 2020.  Ensure equitable access to: included in the Faculty budget for Fall 2020.  Ensure equitable access to: included in the Faculty budget for Fall 2020.  Ensure equitable access to: included in the Faculty budget for Fall 2020.  Ensure equitable access to: included in the Faculty budget for Fall 2020.  Ensure equitable access to: included in the Faculty budget for Fall 2020.  Ensure equitable access to: included in the Faculty budget for Fall 2020.  Ensure equitable access to: included in the Faculty budget for Fall 2020.  Ensure equitable access to: included in the Faculty budget for Fall 2020.  Ensure equitable access to: included in the Faculty budget for Fall 2020.  Ensure equitable access to: included in the Faculty budget for Fall 2020.  Ensure equitable access to: included in the Faculty budget for Fall 2020.  Ensure equitable access to: included in the Faculty budget for Fall 2020.  Ensure equitable access to: included in the Faculty budget for Fall 2020.  Ensure equitable access to: included in the Faculty budget for Fall 2020.  Ensure equitable access to: included in the Faculty budget for Fall 2020.  Ensure equitable access to: included in the Faculty budget for Fall 2020.  Ensure equitable access to: included in the Faculty budget for Fall 2020.  Ensure equitable access to: included in the Faculty budget for Fall 2020.  Ensure equitable access to: included in the Faculty budget for Fall 2020.  Ensure equitable access to: included in the Faculty budget for Fall 2020.  Ensure equitable access to: included in the Faculty budget for Fall 2020.  Ensure equitable access to: included in the Faculty budget for Fall 2020.	time to complete their	•		
have access to university library resources  Ensure equitable access to: increased scholarship funding for MA students  Workspaces  Review the space allocated to graduate students and ensure all students have access to space appropriate for their needs  Create an annual report with milestones for MA students  Develop a handbook for  Examine and resolve  Mereores of renovation.  Dean  August 2020  August 2020  Dean  August 2020  August 2020  Dean  April 2020  September 2020  April 2020  April 2020	program			
Ilibrary resources	Ensure graduate students	A new library space is in	Dean	September 2020
Ensure equitable access to: increased scholarship funding for MA students  Review the space allocated to graduate students and ensure all students have access to space appropriate for their needs  Create an annual report with milestones for MA students  Develop a model to be included in the Faculty budget for Fall 2020.  Dean  September 2020  Dean  September 2020  An annual report is required by SGPS for all students graduate students  Develop a handbook for  Examine and resolve  August 2020  Feptember 2020	have access to university	the process of renovation.		
to: increased scholarship funding for MA students  Develop a model to be included in the Faculty budget for Fall 2020.  Morkspaces  Review the space allocated to graduate students and ensure all students have access to space appropriate for their needs  Create an annual report with milestones for MA students  Develop a handbook for  Examine and resolve  Dean  August 2020  September 2020  April 2020  April 2020  Graduate  September 2020	library resources			
increased scholarship funding for MA students  Pevelop a model to be included in the Faculty budget for Fall 2020.  Review the space allocated to graduate students and ensure all students have access to space appropriate for their needs  Create an annual report with milestones for MA students  Develop a handbook for  Examine and resolve  Dean  August 2020  September 2020  April 2020  April 2020  Fequired by SGPS for all graduate September 2020	·			
funding for MA students included in the Faculty budget for Fall 2020.  Workspaces Review the space allocated to graduate students and ensure all students have access to space appropriate for their needs  Create an annual report with milestones for MA students graduate students  Develop a handbook for Examine and resolve  Review the Faculty budget for Fall 2020.  Dean September 2020  September 2020  Associate Dean – Graduate  September 2020				
budget for Fall 2020.  Review the space allocated to graduate students and ensure all students have access to space appropriate for their needs  Create an annual report with milestones for MA students  Develop a handbook for  Review the space allocated to graduate students and ensure all students have access to space appropriate for their needs  Associate Dean — April 2020  Graduate  Graduate  September 2020	-	•	Dean	August 2020
workspaces  Review the space allocated to graduate students and ensure all students have access to space appropriate for their needs  Create an annual report with milestones for MA students  Develop a handbook for  Review the space allocated to graduate students and resolve  Dean  September 2020  April 2020  Graduate  Graduate  September 2020	funding for MA students	_		
to graduate students and ensure all students have access to space appropriate for their needs  Create an annual report An annual report is required by SGPS for all graduate students  Develop a handbook for Examine and resolve Associate Dean — September 2020		budget for Fall 2020.		
to graduate students and ensure all students have access to space appropriate for their needs  Create an annual report An annual report is required by SGPS for all graduate students  Develop a handbook for Examine and resolve Associate Dean — September 2020	workspaces	Poviow the space allocated	Doon	Sontombor 2020
ensure all students have access to space appropriate for their needs  Create an annual report with milestones for MA students  Develop a handbook for  ensure all students have access to space appropriate for their needs  Associate Dean – Graduate Graduate  September 2020	workspaces		Dean	September 2020
access to space appropriate for their needs  Create an annual report with milestones for MA students  Develop a handbook for  An annual report is required by SGPS for all graduate students  Examine and resolve  Associate Dean – September 2020				
appropriate for their needs  Create an annual report with milestones for MA students  Develop a handbook for  appropriate for their needs Associate Dean – April 2020 Graduate Graduate Graduate Associate Dean – September 2020				
Create an annual report with milestones for MA students  Develop a handbook for  An annual report is required by SGPS for all graduate students  Associate Dean – Graduate Graduate  April 2020  Graduate  September 2020		1		
with milestones for MA required by SGPS for all graduate students  Develop a handbook for Examine and resolve Associate Dean — September 2020	Create an annual report		Associate Dean –	April 2020
studentsgraduate studentsSeptember 2020Develop a handbook forExamine and resolveAssociate Dean –September 2020	-			
Develop a handbook for Examine and resolve Associate Dean – September 2020		1		
· · · · · · · · · · · · · · · · · · ·			Associate Dean –	September 2020
	*			'
toward ensuring				

Recommendation	Proposed Action and Follow-up	Responsibility	Timeline
consistency across these	the fields and develop		
two fields	effective communications		
Consider cross-listing some courses in certain fields of study toward ensuring more choice and some annual programmatic flexibility depending on teaching availability.	Identify courses which would be of benefit to students in other fields/programs and develop structures to allow for cross-listing	Associate Dean – Graduate	September 2020
Examine the governance structure of ARC Chairs and their administrative responsibilities and workload commitments to Associate Dean, graduate program support staff, colleagues, and graduate students	Develop an effective model for governance of the graduate programs at the area level which ensures that appropriate resources are devoted to program administration and student support as well as teaching and supervision.	Dean, Associate Dean – Graduate	Underway, completed by December 2020?
Develop a strategy to increase the MA applications to the field of CEPLS, while monitoring the level of faculty supervision	Develop and implement a recruitment plan for CEPLS	Associate Dean – Graduate ARC Chair	August 2020
Examine the division between online and inperson programming for the professional and research-based degrees to see if it might increase MA student recruitment and more flexibility in programming	Identify which online courses might be of interest to MA students and which in-person courses might be of interest to MPEd (professional masters) students: examine and evaluate structures to allow for cross-listing	Associate Dean – Graduate	December 2020