

# Implementation Plan

## 1. Cover memo

*School of* Canadian Irish Studies *Year of appraisal* 2014

To: Vice-Provost, Teaching and Learning  
From: Faculty Dean  
Faculty of : Arts and Science  
Date: 14 December 2016

Please find enclosed the finalized Implementation Plan for the Department cited above as part of the academic program appraisals process. This Plan was duly discussed with:

- The Department Chair
- The Dean of Graduate Studies (if applicable)

As mentioned in the Concordia University Academic Program Appraisals Manual, 5<sup>th</sup> edition revised, the Faculty and Department will follow-up on this Plan in two years, when prompted by your office.

Sincerely,

Faculty Dean's name Dr. André Roy

Faculty Dean's signature 

## Implementation Plan: School of Canadian Irish Studies

The School of Canadian Irish Studies has undergraduate course offerings leading to a Minor, Major, and Certificate in Irish Studies and fosters, at both the undergraduate and graduate levels, interdisciplinary and discipline-specific research relating to Ireland and the Irish Diaspora. The complement of faculty and staff responsible for delivering these academic and research programs includes six tenure-track faculty members (including the research Chair in Canadian Irish Studies and the Johnson Chair in Quebec and Canadian Irish Studies) and a single staff member (Assistant to the Principal). The School is housed in a suite of offices including the McEntee meeting room and library on the 10<sup>th</sup> floor of the Henry F Hall Building.

The School of Canadian Irish Studies prides itself on its interdisciplinary and multidisciplinary program offerings and the commitment of its faculty members to its students and to the community. The Major, Minor and Certificate offerings provide courses from not only the School but also other Departments including English and History, for example. Students also are required to take program electives. To increase the interdisciplinarity of the program these program electives could be taken from many different departments across the University. Given the high level of involvement that the School of Canadian Irish Studies has in the community, the Major is well placed to provide students with an opportunity to earn University credit through internships or research courses within the community. This also would formally acknowledge the experiential learning component of the education that students in the School of Canadian Irish Studies receive.

The quality of the research being carried out by the faculty is evident in their success in securing external funding and in attracting excellent graduate students primarily through the INDI and HUMA programs. The School is poised to increase its research funding and should explore funding opportunities from many sources for the hiring of graduate students, post-doctoral fellows and for research creation.

To advance and improve the School of Canadian Irish Studies, a number of suggestions have been put forward as part of this appraisal process. With this in mind, the Faculty of Arts and Science has reviewed the DAC, and UAC Reports and our comments on the recommendations from the reports follow.

Recommendations	Prioritized timeline for completion	Responsibility	Dean's comments and resource implications
<p>1) To continue to define a strategic hiring plan that includes direct hires in the School of Canadian Irish Studies as well as with other appropriate units.</p>	<p>Ongoing</p>	<p>School, Dean</p>	<p>The School needs to continue to craft its hiring needs in the context of its strategic plan and those of the Faculty and University. Particular importance should be given to the Irish-language and folklore specialist defined in the approval of the Major. The School's requests for new hires will be considered along with those of all other units.</p>
<p>2) As part of its strategic planning exercise, the School needs to consider its place in the Faculty of Arts and Science and the University. This will include opportunities for research collaboration for members of the School as well as an analysis of course offerings within and between departments.</p>	<p>Ongoing</p>	<p>School, Associate Dean, Academic Programs, Associate Dean, Research and Graduate Studies, Faculty of Arts and Science</p>	<p>To show the interdisciplinary nature of the School, the already existing interdisciplinarity (with English, History, Political Science, Sociology and Anthropology and the Faculty of Fine Arts, for example) needs to be maintained and other possible interactions explored both for courses and research opportunities.</p>
<p>3) The School needs to continue its efforts in promoting and sustaining the Major. A detailed analysis of enrolments and program capacity should be</p>	<p>A detailed assessment of current enrolments and program capacity should be initiated immediately and completed in</p>	<p>School, Associate Dean, Student Services, Recruitment Team, Faculty of Arts and Science Communications Advisor,</p>	<p>To remain sustainable, the Major must maintain the targets proposed for the program and, when appropriate, increase these targets.</p>

<p>carried out. In addition, recruiting and promotion should continue with assistance from Concordia's recruitment team.</p>	<p>the Fall of 2018 (five years after the program was initiated). Promotion and recruitment is ongoing and should continue.</p>	<p>University Communication Services</p>	<p>The School must continue its promotion and recruitment efforts to ensure that the program remains sustainable.</p>
<p>4) The School needs to continue its assessment of course offerings in its programs. For example, upper level courses in the Major that would allow students to carry out research or encourage their community involvement. Program electives may be found in Departments outside of the School.</p>	<p>Program assessment should be ongoing. New course offerings or program changes can be proposed by September of 2017.</p>	<p>School, Associate Dean, Academic Programs, Faculty of Arts and Science</p>	<p>Building on the current program analysis and curriculum mapping, the School should consider which courses meet the expected learning outcomes and where new courses emphasizing experiential learning and community involvement could be added to the programs.</p>
<p>5) As the School continues to grow with new students, faculty, invited researchers, etc. they will need to explore options for additional space.</p>	<p>The Department should work with the Associate Dean, Academic Facilities and Planning to explore possible avenues for expansion. A detailed space plan could be developed by January 2018.</p>	<p>School, Associate Dean, Facilities and Planning, Faculty of Arts and Science</p>	<p>Resource implications will only be obvious once the space plan has been developed. The School could work with the Dean to explore the possibility of seeking some community support for such costs.</p>
<p>6) As the number of faculty and undergraduate and graduate students increase within the School, a strategic hiring plan should be developed to meet the staffing needs associated with the increase in enrolment and size of the School.</p>	<p>December 2017</p>	<p>School, Dean, Faculty of Arts and Science</p>	<p>Increases in enrolments will provide support for requesting additional staff hires. The School could explore with the Dean the possibility of an externally funded staff position designated to be responsible for community outreach. This could build upon the recently introduced contract position in promotion, recruitment, and community outreach funded by the Canadian Irish Studies Foundation.</p>

7) In order to maintain and expand the research profile and reputation of the School additional post-doctoral fellows would be useful.	September 2017	School, Vice-President Research and Graduate Studies, School of Graduate Studies, Associate Dean, Research and Graduate Studies, Faculty of Arts and Science	This fits well with one current initiative of the Strategic Directions of the University.
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