

# Implementation Plan

## 1. Cover memo

Liberal Arts College

*Year of appraisal*

2014

To: Vice-Provost, Teaching and Learning  
From: Faculty Dean  
Faculty of : Arts and Science  
Date: March 2017

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

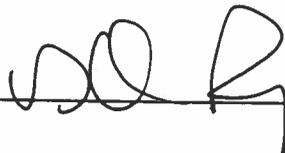
The Dean of Graduate Studies (if applicable)

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: Liberal Arts College

The Liberal Arts College (LAC) offers a BA Honours, BA Major and Minor in Western Society and Culture and when possible gives non-program students permission to register in LAC courses. The “multidisciplinary curriculum is designed to guide students in exploring the foundations and development of Western Civilization and culture. The aim is to foster ... critical thinking and respect for intellectual freedom. The major goal of Liberal Arts College is to assist the student in the process of becoming an educated person.” To achieve this aim, classes are offered almost exclusively as seminar-style courses with an intimate learning environment and the College fosters “an intimate intellectual community by organizing many stimulating events, projects and trips”. In addition, the LAC engages the community by hosting the Liberal Arts College Public Lecture Series.

When this appraisal was initiated, the complement of faculty and staff responsible for delivering these programs included nine full-time tenure-track faculty members, one part-time member and one full-time Administrative Assistant. The College is housed in a row house on the Sir George Williams campus and includes two seminar rooms, a small library, a common area and student lounge as well as offices for faculty and the Administrative Assistant. The building was renovated in 2014.

Faculty in the College bring a broad range of expertise in disciplines such as Art History, Classics, Comparative Literature, History, Italian Studies, Jewish Studies, Medieval Studies, Philosophy and Political theory. Research within the College is evidenced by the monographs, book chapters and journal articles authored by the Fellows. In addition, Fellows also participate regularly in conferences, workshops, seminars and other traditional venues for scholarly discussion and exchange of ideas.

To advance and improve the Liberal Arts College, 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, External Evaluators’ and UAC Reports and our comments on the recommendations from these reports follow.

Recommendations	Prioritized timeline for completion	Responsibility	Dean's comments and resource implications
<p>1) As one of the treasures of Concordia University and given the importance of a Liberal Arts education to society, the Liberal Arts College (LAC) needs to increase its profile outside of the University.</p>	<p>Ongoing, October 2017</p>	<p>College, Faculty of Arts and Science Communications Advisor, University Communication Services, Recruitment Services</p>	<p>Immediately, the LAC can work with the Faculty and University Communications services to increase their website, social media and advertising presence. This could include a targeted publicity campaign to raise the LAC's profile. The LAC can meet with the University's recruitment team to define the LAC's mission and develop recruitment strategies. The best ambassadors for the LAC are its graduates. They could be called upon to help in recruitment visits. Given the Faculty of Arts and Science's current La Francophonie project and the LAC's attractiveness to francophone students, targeting the francophone CEGEPs is an excellent idea. The LAC also could consider looking "beyond" the University to develop enhanced cooperation with Canada's other Liberal Arts courses and programs. This could include sharing expertise, co-hosting lectures (either on site or virtual), or courses. Taken together, all of these initiatives should play a role in increasing awareness of the LAC and aid in increasing enrolments contingent with the LAC's enrolment strategy. Given the potential of the LAC to engage with students, this should be a high priority.</p>
<p>2) The Liberal Arts College must "be more ambitious about spreading the spirit of liberal learning through Concordia". This could be in terms of curriculum renewal, for example, increased cooperation with other departments through team-teaching and the offering of service courses. This also could be related to hiring, for example, through joint appointments where appropriate.</p>	<p>Ongoing, implement first cross-unit course immediately</p>	<p>College, other departments</p>	<p>The recently developed "Great Thinkers, Great Ideas, Great Debates" course can serve as a template for further course development. The LAC can work with other departments and the Faculty to see what other courses along these lines may be worthwhile. Potential areas that could be expanded between the LAC and specific departments may arise from these interactions. Also, the potential for joint hires may become apparent as these discussions continue. As this "Great" course exposes more students to what the LAC can offer, the need for additional service courses serving these students in other departments may become apparent. Also to address this point, the Department can continue to craft its hiring needs in the context of its strategic plan and that of the University. Some components of requests for new hires can be in terms of joint hires with other units where appropriate. The LAC's requests for new hires will be considered along with those of all other units.</p>

<p>3) Given the proven quality and success experienced by the graduates of the Liberal Arts LAC an immediate effort must be initiated to strengthen the sense of stewardship among its graduated students.</p>	<p>Immediate and ongoing</p>	<p>College, Faculty of Arts and Science, University, Advancement and Alumni Relations</p>	<p>The LAC's graduates can be called upon to advertise the merits of an education from the Liberal Arts College and to give back to the LAC both in terms of commitment (returning as guest lecturers, aiding in recruitment activities, acting as mentors for current students) and also in fund raising. Some initiatives of the LAC, <i>e.g.</i>, replacing the piano could be driven by alumni who appreciate the importance of the LAC.</p>
<p>4) Given that "externally funded research is a way that the University increases its funding, resources and international ranking" the LAC should work to increase external research funding.</p>	<p>Ongoing</p>	<p>College, Faculty of Arts and Science, Associate Dean, Research and Graduate Studies, School of Graduate Studies, Vice President, Research and Graduate studies</p>	<p>The members of the LAC should explore with the Associate Dean, Research and Graduate Studies, FAS and the School of Graduate Studies how graduate students could be integrated into ongoing research in the LAC. Graduate students in the HUMA and INDI programs could allow new avenues of research to be explored and may help to develop interdisciplinary interactions between faculty in the LAC and elsewhere in the University. This will not limit Fellows research opportunities but may increase them. Research facilitators are available to assist in grant preparation.</p>
<p>5) The functions and duties of the College's Vice-Principal must be clarified and formalized in a written document approved by LAC Faculty members and the Faculty.</p>	<p>June 2017</p>	<p>Principal and Fellows of College, Associate Dean, Faculty Affairs</p>	<p>The role of the College's Vice-Principal needs to be defined clearly. This could be done in the more general context of assessing the distribution of administrative tasks among all members of the LAC. This distribution can be assessed regularly and modified as needed.</p>
<p>6) Given the integral role that the administrative Assistant plays in the College and the heavy administrative burden placed on this individual, the College should explore options to lighten this load.</p>	<p>September 2017</p>	<p>Principal, Faculty of Arts and Science, Human Resources</p>	<p>In addition to updating the job description to define more clearly what the position actually entails, the College should explore hiring a student assistant or exploring task-sharing responsibilities with other units.</p>