

Provost Summative Program Assessment Report¹

1. Overview:

The Summative Assessment Process (SPA) is framed by Senate Policies and Procedures (31.15: Assessment and Review of Instructional Departments and Programs). As well, the Academic Plan provides direction for the institution and for the focus for departments, including *student learning, engagement and success* and *program quality*. And, more recently, there is a growing emphasis upon *community engagement* as articulated in the Academic Plan.

In addition, there are Government expectations related to increasing international student numbers, providing required skills and addressing emerging Aboriginal needs. At the same time, there is a continued decline in funding from government for VIU. While there may be potential for additional funding for selected skills and to address title and rights matters and Truth and Reconciliation Commission of Canada findings, there will be a need to explore additional ways and means to attract added revenue for new department offerings or enhanced delivery of existing programs. To that end, the university is exploring new or revamped sources of revenue, such as Professional Development and Training. Likewise, academic departments and programs should be exploring ways and means to reduce costs, find new revenue resources or realign expenditures. The SPA provides an opportunity to explore these topics.

1.1 Aboriginal considerations

There are emerging priorities that are being identified by the Government of British Columbia and the Courts, as well as the Federally appointed Truth and Reconciliation Commission work that point to a new paradigm that involves the need to address inequities and rights related to Aboriginal Peoples. It is clear that such work will require an acknowledgement of additional time, resources and conversations that must occur respectfully in order to initiate and begin to address this important task.

It is the Provost's view that the foregoing should also inform recommendations related to future department or program development as well as existing department reinvigoration. To that end and specifically addressing existing departments, all departments and programs are urged to consider the following:

1. examine how Aboriginal content that addresses Truth and Reconciliation Commission of Canada Calls to Action items: 10.ii; 62.; 63.ii, iii² can be incorporated as desired Graduate Attributes (see: VIU Learning Outcomes:

¹ Includes Planning and Priorities minor edits as of January 26th, 2016.

² 10.ii: "Improving education attainment levels and success rates"; 62.ii: "... integrate Indigenous knowledge and teaching methods into classrooms"; 63. ii: "... teaching curriculum related to residential schools and Aboriginal history"; iii: "Building student capacity for intercultural understanding, empathy, and mutual respect."

- Indigenous Perspectives) while recognising that some departments are more aligned to address 63.ii;
2. review and consider emulation of the current practices undertaken and proposed in the Faculty of Health and Human Services to embed intercultural competency within department delivery (c.f.: Call to Action item: 24); and
 3. identify where there might be possibilities to offer new Majors or Minors with Aboriginal content.

In addition, Government has committed to the implementation of the Aboriginal Post-Secondary Education and Training Policy Framework and Action Plan. That document is clear in setting expectations, including the role of universities to encourage increased numbers of Aboriginal students to enter and complete PSE graduation, to promote Aboriginal student success in their journey through university and to develop and “deliver culturally relevant supports, departments and courses that better meet Aboriginal learners’ education and employment goals” (p.18).

Recommendation 1: That future SPA work include an additional criterion related to Aboriginal Content, specifically including, detailed metrics and measurements related to the Truth and Reconciliation Commission and the Aboriginal Post-Secondary Education and Training Policy Framework and Action Plan.

Recommendation 2: That Senate consider a Policy that embeds expectations related to the incorporation of Aboriginal considerations as part of expected Graduate Attributes by building on Learning Outcome: Indigenous Perspectives.

1.2 Interdisciplinary activity

The Academic Plan points to the need to consider interdisciplinary/cross-disciplinary programming (Action Items #20, 22). There is growing evidence that the ‘wicked’ problems facing society require a reconfiguration of approaches into holistic, trans-disciplinary considerations. Such new programming could help foster greater interest in VIU and may assist in boosting retention rates across the bachelor degrees.

The SPA provides an opportunity to examine where such investments are being made and need to be made. For instance, the Provost Office has noted the following opportunities:

- First-Year Experience, building on the Arts and Humanities and Social Sciences Connexions initiative;
- Health and Wellness
- Aboriginal courses and content woven through existing programs;
- Design Thinking;
- Sports Studies;

- Coastal Studies;
- Gender and Sexuality;
- Digital Humanities.

Recommendation 3: That Senate encourage deliberate, collaborative interdisciplinary conversations to identify needs and opportunities for the development of a greater offering of interdisciplinary programming.

1.3 International Students

An examination of International Student intake reveals that the Faculty of Management, where upwards of 50 % of the student population is International (c.f. Science and Technology 10%; Arts and Humanities 6% and Social Sciences 4%; Education 3% [all 2013/14 numbers]), carries the bulk of VIU's International Student intake. While there has been a slight increase in International Student numbers across most Faculties, there appears to be a significant opportunity to increase the number of International Students in Arts and Humanities, Social Sciences and Education. Such increases will need to be a strategic, thoughtful and a collaborative effort with International Education. Nevertheless, if Arts and Humanities and Social Sciences departments were able to offer additional seats to International Students to a total of 10% of all students, then existing vacant seats in classes would be filled while, at the same time, Faculty revenue would increase, creating opportunity for reinvestment in academic departments and programs. Assuming that an additional 10% of International Students are added across the two Faculties mentioned, the total additional International Students would be approximately (Arts and Humanities: 70/Social Sciences: 70) 140 new International Students adding approximately \$2 million in new revenue. Other Faculties, such as Education are considering adding new cohorts to deliver to International Students. Some other Faculties, such as Health and Human Services, are not able to offer International seats in all areas because of targeted government funding. But, where a Faculty is able to offer seats to International students, there is opportunity to increase internal revenue and with that investment in programming.

Recommendation 4: Where provincial funding policies allow, that Faculties (except for Management) explore how they can add International Students to their student composition.

1.4 Domestic Students

VIU has witnessed a drop in Domestic Students from 6,200 in 2010/11 to 5,874 in 2014/15 (i.e., 326). There has been a corresponding decrease in classroom fill rates. Balancing VIU's budget and the associated challenge to increase spending on academic imperatives and priorities requires a concerted effort to recruit Domestic Students, and as importantly to retain existing students through to graduation. Some of that effort will need to include investments in upper level courses and some first year courses to reduce waitlists and provide more diversity for course selection. The SPA can assist in identifying areas where there is potential to increase student

numbers by investing strategically in academic departments, so that retention numbers are enhanced.

Recommendation 5: Building on the SPA work and the recommendations contained therein, that Departments be encouraged to identify and justify an appropriate mix of new courses or new sections that will contribute to enhanced retention of students and address waitlists.

1.5 Classroom fill rates and sizes

The SPA reveals a discrepancy between departments and Faculties in relation to classroom student numbers. The Course Intake Headcount 3-Yr Average (2011/12-2013/14) by Course Department indicates the following:

- All of the top quintile (27.4 to 34.2 students per course) is in Faculty of Management (5 courses out of 13: 38%) and Faculty of Social Sciences (5 courses out of 13: 38%); Faculty of Health and Human Services (2 courses out of 13: 16%) and Arts and Humanities (1 course out of 13: 8%)
- Within the 4th quintile (between 22 and 26.9 students per course) there is a greater range of Faculty representation: (5 courses in Health and Human Services; 4 in Arts and Humanities; 3 in Management; 2 in Education³; 1 in Trades and Applied Technology; and 1 in Science and Technology).
- The 3rd quintile is populated by several Faculties with Trades and Applied Technology (6 courses or 38%), Arts and Humanities (4 course or 25%), Science and Technology (4 courses or 25%), and Health (2 courses or 12%). Of those, two Science departments (Physics and Biology) occupied the last two positions in the quintile at 17.1 students per course average.
- In the 2nd quintile (13.4 to 16.7 students per course average), Geology and Fisheries and Aquaculture occupied the lowest degree department numbers at 13.7 and 13.5 respectively.
- The Faculty of Science and Technology has the smallest class sizes relative to other Faculties offering degree departments. The median size for Science and Technology is 15(+/-)⁴ compared with 25.1 for all other non-Science degrees.

While there is a recognition that there is a need to conduct laboratory classes in a more one on one model (as per studio in other non-Science departments), the smaller Science class sizes suggest an opportunity to add seats to classes that are more in line with the VIU degree norm of 25 rather than 15. By increasing student class sizes in Science and Technology (note: Math and Technology courses [Forestry and RMOT] are already higher 23.6 and 23.1/20.7 respectively) several benefits occur such as enhanced justification for the new Health and Science Building (as well as appropriate classroom size design), increased enrolment numbers for

³ Education is an anomaly where its overall classroom size relates to its large student intake in one department of 26.4 students per course. Education had 526 Student FTEs' in the 3-year average by Department.

⁴ Note: Forestry is a non-degree department with 23.1 students per course on average.

students such as International students and Aboriginal students, higher FTE's to meet the AVED mandate and potential to generate additional tuition revenue to help offset rising costs and decreasing government grants. By adding an additional 3-5 students per Science course (other than Mathematics and Forestry and RMOT), the number of Science students could increase.

Recommendation 6: That the Faculty of Science and Technology be asked to undertake a review of its course offerings to identify courses that could set higher intake targets.

Recommendation 7: That enrolment trends for cohort programs be examined (including recruitment strategies and graduation rates) to consider attrition rates as they affect cohort size optimization, in programs such as Music, Recreation/Tourism, Hospitality.

1.6 Retention opportunities

Retention opportunities are related to a number of factors, including the need to offer an appropriate range of upper level courses; both in terms of course variety and numbers of sections. For instance, some popular departments, such as psychology were cut a number of years ago and the institution has been investing over the past three years in adding back sections to address student demand and waitlists.

While the results of a Retention Task Force have not been completed, the SPA provides an overview of class offerings by year.

Investments in upper level courses should help define future department investments. And, in that, likely enhance retention opportunities.

Recommendation 8: That Faculties identify their retention rates and, working with the Office of University Planning and Analysis and the recommendations emanating from the Provost Retention Task Force, identify strategies to enhance program delivery that will assist in enhanced retention rates.

Recommendation 9: Where a Minor or Major is offered, that Faculties should be encouraged to develop a 300-level general interest course to be promoted as an elective.

Recommendation 10: That Senate explore the potential to expand course offerings to address 'space/time' pressures and the potential of expanding delivery on Fridays, during Summer Session, and even on weekends.

2. SPA Specific Considerations

At the P&P meeting of September 14th, it was agreed that the Provost Office would focus on identifying departments or programs where there was a difference in

recommendation between a Dean and the Provost and where a recommendation (by either the Dean or Provost) was other than 'maintain'⁵.

Further, it was agreed that the Provost Office would provide detailed comments on the rationale for disagreement or for 'enhance' or 'review'.

The overarching considerations of this SPA relate to institutional implications of department delivery; ensuring that there is a holistic view of departments as they are delivered in the institution. Secondly, a central part of the commentary relates to contentious aspects of recommendations such as where Deans and the Provost Office differ and where resource utilisation can be improved to have significant impact upon overall delivery productivity.

A total of twenty-two departments or programs (out of 85) have been identified under the preceding rubric.

Faculty of Academic and Career Preparation:

1. Aboriginal Bridging:

- Dean Recommendation: Maintain
- In light of the *Truth and Reconciliation Commission* findings and recommendations, VIU's Draft Education Aboriginal Plan, and societal and government expectations on fulsome responses to Aboriginal rights and title decisions emanating from Canadian courts, the Provost Office believes that there should be a commitment to enhanced investment in expanding opportunities, particularly in communities where the need is greatest.
- A two year bridging program in First Nation communities should be investigated and implemented if appropriate.
- Enhancement is an important investment in VIU's on-going and growing Aboriginal programming imperative.
- Provost Recommendation: Enhance

Arts and Humanities:

2. Creative Writing and Journalism:

- Dean Recommendation: Maintain
- While student satisfaction is high (100% of graduates report that quality of instruction is "very good" or "good"), the overall delivery of student FTE's (3 year average: 50) is not strong. But, the overall student headcount is in the 4th quartile (411).
- Authors and writers are identified in the Top60 as above average employment possibilities.
- The number of graduating students is declining. The three year average student intake is 18.7 (c.f., VIU average of 19).

⁵ Appendix 1 identifies all programs and the attendant recommendations.

- The department is cost effective (2013/14 program cost of \$6688/FTE).
- The department uses a large number of permanent part-time faculty to provide learning outcome diversity.
- Approximately 25% of courses are delivered online.
- There is a need to recruit and add Aboriginal (3 year average: 4) and International (currently none) students. Is there a potential to add skill sets that have an Aboriginal focus? A potential for a minor in that area?
- Are there opportunities to 'tap into' the growing regional 'Boomer' market to offer week-long workshops as a means to generate additional revenue for the department?
- Based upon the preceding, the Provost believes that this department should undertake a review to ensure that it is in a healthier state and a plan of action is developed to provide that direction and associated investments as needed and/or desired to promote increased student intake and retention.
- Provost Recommendation: Maintain (but review the potential/need to enhance the program).

3. **Graphic Design:**

- Dean Recommendation: Maintain
- This degree has undertaken a name change to reflect the growing importance of 'design' discourse. The name suggests potential to expand into other areas of design.
- There are limited metrics to measure the contribution of this department⁶ (it is included in a broader category of 'Arts'). But, what metrics (and anecdotal information) exist, point to a department that is in good shape. For instance, the mean intake is 20 (c.f., VIU average of 19) and student work is of a high quality.
- The program is cost effective (2013/14 cost per FTE of \$6417).
- The Matrix of Program Growth and Estimated Employment Growth suggests that the department contributes to an area of employment growth.
- The potential to contribute to a new interdisciplinary Arts degree in Design with a potential minor in MetaDesign, that would be available for Management and Social Sciences students, should be considered. Design 'thinking' has become a core delivery in many universities and addresses the decision-making framework required for 'wicked' issues.
- As noted in the OUPA Academic Year Targets, "BA Graphic Design . . . (is) growing or (is) stable."

⁶ Note: OUPA will need to collect separate departmental data for Graphic Design, Interior Design and Visual Arts.

- There is potential to work with other 'like-minded' departments to build a core design area that also addresses employment opportunities and emerging academic thinking.
- Is there potential for a Post-Degree Diploma?
- Is there a way to provide a needed photo studio?
- Recommendation: Enhance and explore opportunity to build additional elements as noted above.

4. **Media Studies:**

- Dean Recommendation: Maintain
- Media Studies metrics appear reasonable. Student headcount by course department is in the fourth quintile. The number of International students rests in the lower portion of the top quintile. The number of Aboriginal students is in the 2nd quintile. The course intake headcount is in the mid range of the 4th quintile. There has been a significant increase in International students and there may be an opportunity to further increase slightly the number of International students (currently 7). There should be an effort to increase the number of Aboriginal students (currently 4).
- Has a strong experiential component with students participating in three to six community-based projects during the program.
- NOC data suggest good employment opportunities.
- As noted in the OUPA Academic Year Targets, "Digital/Media Studies . . . (is) growing or (is) stable." Those high fill rates suggest there is potential to add more sections to address waitlists, particularly in the lower levels.
- The average cost per FTE over the past three years is \$8060 which is slightly higher than the Arts and Humanities average.
- Is there potential to link Media Studies with Graphic Design, Interior Design and Visual Arts to create a new major?
- Is there potential to have stronger links with regional industry?
- Does the department have potential to grow? Is there potential for Post-Degree Diploma in conjunction with Graphic Design?
- The department is undertaking a Program Review this year.
- Provost Recommendation: Enhance and explore opportunity to build additional elements as noted above and through the upcoming Program Review.

5. **Interior Design:**

- Dean Recommendation: Enhance
- Interior Design is a very successful department with strong student numbers within its studio culture (limits intake to 24). It has a strong headcount (92 out of 96 seats in 2013/14). It is a top profession for future employment with expected future demand to be high. The department had 7 Aboriginal students in 2013/14 (an increase from 3

in 2012/13). It averages 9 to 11 International students. Both are solid numbers; 4th quintile and top quintile, respectively.

- The Matrix of Program Growth and Estimated Employment Growth suggests that the department contributes to an area of employment growth.
- As noted in the OUPA Academic Year Targets, “Bachelor of Interior Design . . . (is) growing or (is) stable.”
- There are limited metrics to measure the contribution of this department⁷ (it is included in a broader category of ‘Arts’). But, what metrics (and anecdotal information) exist, point to a department that is in good shape. For instance, the mean intake is 19 (c.f., VIU average of 19) and student work is of a high quality.
- ID is a very cost effective program (cost/FTE \$6314).
- As an accredited profession, interior design students enter a regulated workforce which increases demand for the degree. The retention rate is 83%. Since the BID is applying for accreditation (and requires accreditation to attract students and maintain its viability), it is critical that it be enhanced by adding 1 FTE faculty and exploring enhanced studio space.
- Provost Recommendation: Enhance

6. Theatre Studies Diploma:

- Dean Recommendation: Enhance
- As per the last SPA, the department in its current Diploma form is strong. The last SPA recommended the Minor be cancelled (and it was).
- The Dean recommends that a Minor be approved, the Provost believes that the Diploma best serves the University and students in its current form. Further, the Provost recommends that Directed Studies in Upper Level courses be terminated so that students do not have an expectation that they will receive a Minor. This is a department that is strong in its current form as a Diploma.
- Provost Recommendation: Maintain

7. Women’s Studies:

- Dean Recommendation: Enhance
- Women’s Studies rests near the top of the 4th quintile in terms of Course Intake Headcount (27). But, it rests in the 1st quintile of Student FTE’s by course department (11) and the bottom of the 2nd quintile of student headcount (96). It does not appear to have

⁷ Note: OUPA will need to collect separate departmental data for Graphic Design, Interior Design and Visual Arts.

International or Aboriginal students⁸. Fill rates are strong at 87%. Student satisfaction is high. It is a cost effective department (\$6,766 c.f. A&H average of \$8,140). A recent Program Review was very positive

- The department is impeded by the inability to cross-list courses.
- The Provost suggests that there needs to be a re-examination to bring the course offerings in line with its potential, including a renaming (possibly to 'Women's and Gender Studies?'), development of an on-line course with offerings at Cowichan and creation of an interdisciplinary department offering before a full enhancement is contemplated. Once the department has been modified as noted, it should be re-examined (a mini-SPA) to identify additional next steps, if any.
- Provost Recommendation: Enhance

8. Modern Languages:

- Dean Recommendation: Maintain
- The Certificate is a joint Arts and Humanities and International Education offering.
- The cost/FTE is slightly below the Faculty average at \$7899 as a result of cost sharing with International Education.
- The Certificate is a unique offering because of the inclusion of a cultural component.
- A number of issues need to be addressed internally in order to ensure the department blossoms (course cross-listing, need for enhanced lab space), particularly the offering more courses in Chinese.
- The course intake 3-year average is 19.9. Average International and Aboriginal Student intake is 1. The Student FTE's fall within the bottom of the 3rd quintile (56).
- There is a need to reconsider the romance language investments, particularly Spanish, if they do not draw students in expected (or needed) numbers. Perhaps the minor in Spanish should be Cancelled but continue to be offered in years 1 and 2 with potential redirect investment in first year French and Spanish where waitlist issues occur.
- As noted in the OUPA Academic Year Targets, "Languages and Culture are well below target."
- The Provost recommends a detailed Review to examine student numbers, and potential redirected investment requirements to reach its full potential, particularly in the delivery of Chinese and Japanese.
- Provost: Review

⁸ While the Department SPA indicates that 26% of students are Aboriginal, OUPA data indicated that the Aboriginal student headcount was zero

Health and Human Services

9. Dental Hygiene:

- Dean: Review
- A preliminary SPA was completed by the Dean and faculty last year. That undertaking was in response to low student enrolment and issues related to student satisfaction. The need to currently deliver the program, which is very intense and has a heavy course load, over two years has resulted in students believing the “Program (is) intense, stressful and challenging, particularly during the first year of studies.” Further, there was a concern held by students for “uneven quality of teaching” as reflected in the fact that only 77% of students in the SES 2013/14 report were very satisfied/satisfies with their decision to attend VIU. Efforts have been made to address those issues.
- While earlier enrolment numbers were disappointing over the past few years, the department has rebounded this year and numbers have improved to reach a full intake (18) in 2015 (c.f., top of first quintile over last three years at 25 student FTE’s). The average retention (students moving from first year to second year between 2008-12) was 86%.
- Due to limited clinical space, student numbers are limited to 18 per year. As a result, the program is expensive to deliver (costs per FTE 2011-14 were \$21,478).
- Experiential learning is a key aspect of the program.
- This is a high demand field with strong job growth. It has a commendable outreach department. It is in the 3rd quintile for International Students and 1st quintile for Aboriginal Students. It is an expensive department with forty seven percent of students receiving financial aid.
- There is a move to require degree entry to the profession in the future. Given the significant workload of students (and as a result heavy faculty workloads) and need to take pre-courses in other Faculties, it seems prudent to undertake a Review of the requirements to move to a Degree department. But, until the details are known and costs and benefits documented, a commitment to Enhance the department should be postponed.
- Provost Recommendation: Review

10. Disability Studies:

- Dean Recommendation: Review
- As the Dean notes, “program is a hidden gem in Powell River.” But, it suffers from “insufficient coordination/administration investment to develop awareness and reach for the program.”
- Given the lack of data on the program and its sporadic delivery, the program should be Reviewed to determine its future.

- There may be potential to develop a regular offering that is blended, multi-campus delivered and linked to emerging employment need.
- Provost Recommendation: Review

Management:

11. Forensic Accounting Diploma:

- Dean Recommendation: Review
- The program is currently being Reviewed and intakes have been suspended subject to the findings of the Review.
- It is an online program for part time study. While intake numbers were strong in the first two years of delivery, the 2014/15 fill rate was only 35%.
- It is the only program of its type offered in Canada.
- But, there appears to be a market need and potential for accreditation of the field.
- As the SPA notes, “a re-visioning is needed in order to attract sufficient students to make the program financially viable.” The Provost concurs with that statement and the resulting current intake suspension. Rebranding and redevelopment should occur.
- Further, the Provost recommends that the program be seen as an opportunity to generate some revenue for the Faculty by increasing tuition (rather than recover costs only).
- Provost Recommendation: Review

12. Event Management Certificate:

- Dean Recommendation: Enhance
- Minimal separate data does not exist for this Certificate, it appears to be a successful cost recovery program in terms of student enrolment. It is a part time on-line learning model. It is a high demand field. It attracts 14 FTE’s per offering and a headcount (2013/14) of 5 full time and 38 part time.
- It is structured to ‘feed’ into the Faculty’s degree departments.
- As the SPA notes, “the current funding model of the ECMP is problematic as it relies on the use of Temporary Faculty and has budgetary linkages beyond program influence.”
- Further, “there is an urgent need to allocate resources appropriately in order to enable Regular Faculty teaching assignments” so that there is an ability to develop stronger cross course integration, commitment to student engagement and long-term faculty commitment to teaching the courses. As well, an Event minor could then be developed.
- Such a realignment will not require additional faculty FTE’s.
- Provost Recommendation: Enhance

Science and Technology

13. BSc: Fish and Aqua

- Dean: Maintain
- The previous SPA identified that this department should be 'Suspended'.
- That recommendation led to a review of the department with industry and other engagement initiatives to better define a future department that aligned with needs and avoided the duplication of Diploma courses and third year courses (albeit with some additional work requirements). There were specific recommendations made for the revamping of the degree. Those recommendations need to be forwarded to Senate for consideration. Senate should establish a time frame for that information.
- Further, the current combination of Diploma and degree students in some classes limits the number of degree students to seven students. While that procedure is promoted as an efficient delivery model (and it is), it limits the range of degree course offering and the number of students who are able to take the degree. Yet, the demand for the department is high.
- The cost per FTE is \$15,255 (c.f., Science average of \$13,553).
- Issues related to fisheries, climate change, acidification, over harvesting and Aboriginal rights need to be central to a relevant fisheries and aquaculture degree.
- The Provost is not convinced that those emerging topics and the original concerns which led to Senate's decision to 'suspend' have been addressed.
- There have been discussions about a Minor degree within Biology, as well as revamping of the Major. Clarity is needed on next steps.
- Is there potential to offer a one or two year post degree credential with enhanced tuition?
- With the addition of new faculty and alignment of faculty with research facilities, such as the Sturgeon Centre and Deep Bay, there is a possibility that the department can evolve quickly into the premier degree that it should be.
- The Academic Plan is clear on the opportunity to focus upon "topics relevant to Vancouver Island and coastal British Columbia."
- This department must be Reviewed and revamped.
- Provost Recommendation: Review

14. Biology:

- Dean Recommendation: Enhance
- Biology continues to graduate successful students who go on to graduate school and medical schools, as well as finding employment in a variety of fields.

- There is a strong experiential component through field trips, laboratory work and student applied research (e.g., 491) and the associated yearly student presentations to campus.
- Student satisfaction is very high. Employment prospects for program graduates are high.
- Cost per FTE have been increasing over the past few years from \$10,837 in 2011/12 to \$12,657 in 2013/14. The latter is slightly below the Faculty average. It was noted in the SPA that “the increase in cost is likely attributable to the somewhat lower (student) FTEs” in the program.
- There is anecdotal information which suggests the Biology graduates have a relatively high success rate for medical school acceptance⁹.
- Course intake headcount is the lowest of courses in the 3rd quintile at 17.1 (3 year average) but 15.8 in 2013/14. Biology is doing relatively well in terms of number of Aboriginal students with a total of 9 on a 3 year average (11 in 2013/14) and International students with 7 on average. But, both areas could be expanded.
- Part of the opportunity to expand Aboriginal student numbers relates to the potential to explore, develop and deliver courses with a fuller Aboriginal content, including in areas of traditional ways of knowing and recognition of emerging research related to environmental management.
- As noted in the OUPA Academic Year Targets, “Bachelor of Science is at 83%” which is below target (target: 767/actual: 648).
- There is evidence that a shortage of upper level courses is leading to student transfer out of Science to other departments in VIU or to other institutions. Any consideration of enhancement should examine specific investments in new courses, especially as the new Health and Science Building takes shape.
- As noted in the Dean’s comments, “investments in new technologies and equipment are required so the department can remain current.” Some opportunity exists at the Cowichan Campus to make use of building facilities to offer biology courses.
- The potential to link with research centres and other departments should be central to enhancement.
- Provost Recommendation: Enhance

15. Chemistry:

- Dean: Enhance
- The previous SPA recommended ‘expansion’. But, enhancement and the offering of a major are dependent upon a new building. The Health and Science Building is currently an active file and we hope will be realised over the next few years.

⁹ It is recommended that OUPA be tasked with the monitoring of such data.

- The program has a high experiential component.
- A high percent (90%) of graduating students with a research focus attend graduate school.
- Employment prospects are good.
- Like many other Science programs with significant lab requirements, the degree is expensive to deliver and the cost per FTE (\$13,751 in 2013/14) is slightly above the Faculty average.
- But, as the SPA notes, “the need to produce University graduates with undergraduate training in the physical sciences is arguably one of a core community mandates of a Regional Teaching University.”
- Given the new building proposal, it will be critical for Chemistry to articulate the requirements for a new major degree (once Treasury Board has given the go ahead), including staffing and upper level course development.
- It is recognised that, through AERL, there have been investments in technology and equipment which supports the delivery of a Major.
- This recommendation is consistent with the last SPA and Senate’s support for the new Chemistry degree.
- There is an opportunity to begin to build toward occupancy in the new Health and Science Building with its associated programming for a Chemistry Major.
- Is there opportunity for some shorter-term programs (prior to the completion of the Health and Science Building) that meet identified need?
- In the meantime, it is essential that the Senate decision of 2012 be upheld and reaffirmed.
- Provost Recommendation: Enhance

16. **Computing Science¹⁰:**

- Dean Recommendation: Enhance
- Computing Science is witnessing a resurgence in student intakes, including International students (as part of its focus on transfer agreements). For instance, Computing Science has the largest number of International students of all Science departments and is in the top quintile at 13 International students. Between 2011 and 2013, student FTE’s have increased by 26%. The average class fill rate of first year classes is 98% with overall fill rate for all classes at 88%.
- The Department is the third most cost effective in Science and Technology with costs decreasing year over year (\$10,386 in 2011/12 and \$8743 in 2013/14).
- Computing Science has recently completed a Departmental Review where there was a minority report and a majority report provided. The minority report identified a number of areas for improvement

¹⁰ Note: there was no mention of the Diploma in the SPA.

and investment. The majority report felt that the department was generally on track. Given those two varied opinions, it would serve the department well to carefully analyse the findings to identify where there needs to be department redesign and reinvestment. The reports note an issue with student attrition.

- As a result, of those differences in opinion (and the overall view that the department has a good base), the Provost believes that the Computing Science degree requires long-term strategic investment, but costs and needs have not been articulated. To that end, the Provost recommends that a Strategic Plan be developed for Computing Science that examines: systematic identification of issues facing the delivery of courses, a strategic investment plan and resource plan (facilities and labs) to be accommodated in the short term where possible and long term with a new building.
- Once that Strategic Plan is completed, it will be possible to undertake a strategic enhancement.
- Provost Recommendation: Enhance once the Strategic Plan is completed.

17: **Mathematics**

- Dean Recommendation: Enhance
- Mathematics has the highest course intake in Science at 23.6. It has the most cost effective Science department (less than half of the Faculty average of \$13,553). Employment prospects for math graduates are positive.
- There is demonstrated demand for a major as evidenced through the uptake of current upper level courses.
- The department is exploring offering an online dual credit as well as courses at Cowichan Campus.
- It is part of the new Health and Science building where updated facilities will be available.
- The department does not have any International students and should examine how it can accommodate upwards of 10 percent of its student body as International.
- The department should also explore ways and means of supporting mathematics instruction with and for Aboriginal students, including examining some of the options provided by other universities in BC and beyond (such as the Pacific Institute for Mathematical Sciences' Aboriginal program). Perhaps an MBA intern could assist in that work.
- Mathematics is an important and core department that should be enhanced to a major.
- Provost Recommendation: Enhance

Social Sciences

18. Anthropology:

- Dean Recommendation: Enhance
- This is solid department which achieves good results with courses delivered on three campuses and dual credit offerings that facilitate high school student attendance. It has an average course intake of 26.8 (upper level of 4th quintile) and a high student headcount (766) in the top quintile. It is a key 'service' course. Anthropology student FTE's at 49 average over three years rests in the 3rd quintile. There appears to be an opportunity to increase International students from the average of 2 students and the number of Aboriginal students from an average of 7.3. In particular, there is an opportunity to enhance delivery of Aboriginal programming that specifically addresses Aboriginal interests, needs and issues.
- Quality of instruction and student satisfaction is extremely high with critical analysis and team work central to the department outcomes.
- But, the department appears to be under-resourced as the Dean notes, "While graduates have achieved startling success in archaeological fields, they have had to rely on overseas field schools, in the main organized by other institutions, to acquire the necessary experience. This is an unhappy limitation on the success of the Department and its students, since specimens collected locally cannot be subjected to lab analysis, and too few can afford an overseas experience."
- The department requires a dedicated laboratory to properly deliver its department requirements. Many students, who cannot afford to travel to other locations, graduate without a lab experience. In addition, a lab would permit use for local and regional specimens and certainly facilitate the delivery of Aboriginal related programming.
- The department is exploring an Honours degree. An additional .5 FTE faculty member would provide the ability to deliver an Honours degree.
- The Provost agrees with the Dean's assessment and believes that the absence of a lab is creating hardship for students and for department integrity. The Provost recommends that Anthropology be 'enhanced' with a new lab and a .5 FTE.
- Provost Recommendation: Enhance

19. Criminology:

- Dean Recommendation: Enhance
- The department offers a Diploma which acts as an entry to the Major. There is also a Minor.
- Criminology ranks in the 4th quintile for student headcount by course Department (450). Its course intake headcount of 30.6 is the fifth highest of undergraduate departments and rests in the top section of

the top quintile. The fill rate is 97% (second highest across the institution). It ranks in the top quintile for Aboriginal student intake at 17. Criminology is also in the top quintile for student FTE's by department (158) which is the highest of any Social Science degree department. Of note, the department has received significant on-going student registration interest to the point where an additional cohort was added in 2014 to double student numbers to 68. As well, the Minor continues to attract students (18 in 2014). The BC Student Outcomes Survey confirms that the Criminology department is highly valued by its students (e.g., 94% of graduates were very satisfied or satisfied with the department). Students participate in a for-credit internship over a 13 week period that includes opportunity to intern outside the region.

- The department has the lowest cost for Social Science departments with 2013/14 costs per FTE of \$4,548.
- The labour market for graduates is excellent (Labour Market Outlook Survey) with three occupations that attract Criminology students in the "Top 60 Jobs in Demand."
- The department is exploring additional upper level course offerings (including added sections) to address student demand and ensure that those in the Major and Minor are accommodated. Those investments will assist in addressing emerging retention issues.
- The department continues to explore new opportunities, including an important offering in Interdisciplinary Studies (INTR 102) with Sociology.
- There may be an opportunity to provide more seats for International students. But, as the SPA noted, "International students who are accepted into the Criminology Diploma department cannot be guaranteed . . . into the CRIM Major. An expansion of our CRIM Major department may allow us to address this unfortunate situation and expand our offerings to international students."
- The department is proposing to offer the "Inside-Out Prison Exchange Department" or "prison-based" courses that will include both university students and incarcerated students who "learn together." This is an innovative approach that is reflective of the department's initiatives.
- The department and Dean have identified a number of 'needs' to enhance the department and ensure that it continues to build on its strengths; including the need to provide more workable classrooms that permit break-out groups, a computer lab that allows all students (i.e., 34 at a time) to be taught at one time, adding additional sections in upper level course offerings, and securing funding to offer the 'Inside-Out' department.
- The Provost supports the intentions of the department and believes that it should be 'enhanced' to reach its potential.

- Provost Recommendation: Enhance

Trades and Applied Technology:

20. Hairdressing:

- Dean Recommendation: Review
- The program is facing challenges as noted in the DACSO outcomes in which the organization of the program was rated poor to very poor by 37%, not up to date (26%) and covering standards as poor to very poor (22%). As well, there are documented student behaviour issues.
- Student FTE's 3 year average by Program Department are in the 4th quintile (83). It has a high number of Aboriginal students (4th quintile at 14 three year average rising to 20 in 2013/14). There are no International students.
- At the same time, it appears that ITA is restructuring the current delivery model into a two-tier model. There may be a move to re-instate the Red Seal designation in BC for this trade. Curriculum and delivery will need to be redeveloped regardless.
- This is a revenue generating program (approximately \$85K per year). The average cost of FTE is \$6008 (without including the revenue noted).
- It has good employment potential and offers a cost effective program for those who might be able to afford another trade.
- Given the foregoing, it is recommended that the program be reviewed and recommendations made regarding course content, delivery and associated investments to increase program quality and determine long term viability.
- Provost Recommendation: Review

21. Heavy Mechanical Trades

- Dean Recommendation: Enhance
- As noted in the SPA submission, the shop "is very modern and provides a good learning environment."
- The Department delivers four programs (Foundation and Apprenticeship): Heavy Duty Equipment Technician, Truck and Transport Mechanic, Diesel Engine Mechanic and Transport Trailer Technician. But, it was noted that hiring experienced instructors is a challenge that limits program growth. As well, the current buildings are at capacity to accommodate additional students.
- The program receives significant donations of equipment totalling over \$400K over the past three years.
- Average cost per FTE is \$6031.
- The program course intake headcount three year average is 17.3 which is the second highest intake for Trades and rests in the 3rd quintile. Student FTE's by program three year average is 171 and sits

in the top quintile as the highest Trades program. It averages 7 Aboriginal students (4th quintile) and no International students.

- Given the current success of the program and the challenge of space and instructors, enhancement does not seem prudent at this time.
- Provost Recommendation: Maintain

22. Information Technology and Applied Systems

- Dean Recommendation: Enhance
- Student satisfaction is high (92% satisfaction with quality of instruction, 95% satisfaction with preparation for further studies, 88% satisfaction with education). The course intake headcount three year average is 16.7 and rests in the 2nd quintile. It has 2 International students and only 1 Aboriginal student. Student FTE's average 33. The graduates can expect good employment potential in an area where demand is strong.
- There is significant attrition in first year. The program is requesting a second first year cohort to provide additional second year intake where there are low enrolments.
- The 2012 SPA recommended a second first year cohort.
- It is a fully blended teaching model with a high number of mature students (average age: 40).
- Cost per FTE in 2014 was \$8160. There has been a steady increase in costs each year over the past three years (cf: 2012: \$7322). As the SPA notes, "ITAS cost per FTE is impacted by first-year attrition).
- The program has potential to be enhanced with little cost, including the adding of a second first year cohort, the development of transfer agreements with other institutions, the attraction of International students, increased access for Aboriginal students by offering a cohort at Cowichan, addition of one instructor to diversify course offerings and electives and development of specific laddering opportunities within VIU (c.f., Culinary model).
- As well, the program is exploring a partnership with CISCO, as a CISCO Academy Partner, which would provide access to curriculum and software with associated global marketing.
- Provost Recommendation: Enhance

3. Additional Comments on Department/Program:

The following comments, including thoughts and ideas for consideration that are based upon a review of the SPA material, are made in relation to departments or programs where the Provost agrees with the recommendation of the Dean to Maintain the department.

Adult and Career Preparation:

- **WEST:** Explore ways to better monitor contribution and consider adding entrepreneurial model.

Arts and Humanities:

- **First Nation Studies:** Is there a need for a new kind of department that addresses emerging needs and realities (e.g., emerging rights and title [such as the Tsilhqot'in Decision] and the Truth and Reconciliation Commission of Canada): a minor in land and culture?; minor in First Nation governance?; major in Reconciliation?
- **History:** Agree with Dean that CLIP should be re-examined for additional support to increase its profile and student experiential opportunities. There is a significant opportunity to realign delivery to focus upon Aboriginal history as that informs rights and future decision making for graduates of all departments. In that regard, History could build on its excellent 'service' model. There are opportunities to 'partner' with First Nation Studies.
- **Visual Arts:** agree that mature student population should be targeted. The continued development of a minor in Aboriginal Art is important.
- **Jazz Studies:** Agree with increasing student numbers to 32. Should continue in its current form but it requires new leadership to develop a long-term strategy that confirms there is value in the degree. As noted in the OUPA Academic Year Targets, "Jazz . . . (is) well below target."

Education:

- As discussed with the Dean, there is a possibility for a cohort (1 or 2?) of International Students. But, International Education will need to provide dedicated support to achieve that end.
- **SHAPE:** Is there possibility for a new degree that fits a Kinesiology model?

Health and Human Services:

- **BSN:** This is a very strong department that requires support to address the inability to hire permanent faculty due to lack of competitive benefit scale. Space is a challenge that will be addressed with a new building.
- **CYC:** Needs additional recruiting support from Office of Enrollment Management.
- **Dental Assistant:** Needs additional recruiting support from Office of Enrollment Management. An additional workload of .1 is needed as per Dean recommendation.

Management:

- The Faculty has identified the need for additional assistance in recruiting domestic students to balance out intake numbers. The Office of Enrollment Management should review that need.
- A large number of Management departments rest in the top quintile of course intake headcount (Finance, Accounting, Economics, Management, Marketing), representing the most of any Faculty (38% of all top quintile departments).
- **BBA:** Should there be a cap of International Students at 20% to respond to concerns about student success, faculty workload and required supports for both?
- **BBA Economics:** The future employment market for graduates is not strong but graduates do access employment across a variety of fields. To that end, the Department is exploring 'strategic alliances with other disciplines.' That is a positive move. Further, the department has 'student tutors' who support their peers. It is an important model and worthy of consideration across other challenging departments.

Science and Technology:

- **BNRP & RMOT:** Both are strong performing departments that deserve continued support and encouragement. They meet key regional and national needs. Consideration should be given to examining the requirements for new lab and classroom space in a Health and Science Building.
- **Forestry:** a strong department that needs continued support, including a new bus for field trips and a revised entry system to enhance quality of student intakes.

Social Sciences:

- **Global Studies:** Through its joint delivery with International Education as a funding partner and delivery by faculty from five departments and two Faculties (Management and Social Sciences), the Global Studies program is an interesting interdisciplinary program model that provides an important perspective for students. Its metrics are positive (e.g., Course Intake Headcount by Course Department is 28.5 and 4th quintile for International students (6). Continued investment by International Education to explore restructuring and experiential activity will be important and is encouraged, as well as considerations for Aboriginal content.
- **Liberal Studies:** In the face of decreasing enrollments, it is imperative to explore ways of increasing student intake (currently 188 student headcount by course department; three year average course intake headcount by course department: 10.5). There may be an opportunity to consider additional sources for students, including appealing to the

retired demographic as noted in University Affairs (08/15), “The boomers are coming,” by offering a Post-Bac or Certificate.

- **Political Studies:** Is there an opportunity to offer a Minor in Aboriginal Governance?
- **Psychology:** one of VIU’s largest programs in terms of student headcount by course Department (1,248), average student FTE’s by course department (241) and course intake headcount (33.2). It continues to face waitlists because of the courses that were cut several years ago. There is a clear need to add two sections to complete the approved ‘enhancement’ recommendation in the 2012 SPA. The addition of two more sections will bring the number of sections back in line with demand.
- **Sociology:** A solid program that requires on-going support to explore continued interdisciplinary programming and a capstone applied research course.

Trades and Applied Technology:

- **Automotive Technician:** This program provides a good example of how VIU Learn can be used to enhance student learning and improve student outcomes, especially increased pass rates and score results. Others are urged to emulate where possible.
- **Culinary Arts (CIVI):** This program can serve as a model for strong Aboriginal and International student numbers. It also provides lessons on laddering into degree programs.
- **Refrigeration and Air Conditioning:** This is a strong program that should be examined for possible addition of level 3 and 4. A benefit cost analysis is required before making any decision.
- **Baking:** The addition of the international field school component is a very positive addition to the program. It serves as a model for other trades programs. The current interest in developing a trades degree could be initiated with this program.

4. Additional Thoughts:

Many Departments and programs commented on the need to review the current Senate requirement to complete SPA every three years. Most noted that, because of the amount of work required to complete SPA and the need to have time between SPA’s to complete the required implementation, a five or 6 year time frame might be more appropriate. Given those comments the following recommendation is made:

Recommendation 11: That Senate reconsider the current 3 year SPA process and modify it to a five year cycle.

There appears to be an opportunity to develop short-term professional certificates in areas that relate to the top 60 jobs. Based upon a review of current program strengths, some areas for consideration could include:

- Management Certificates for Finance, Construction and Hospitality
- Public Relations Certificate
- Executive Assistant Certificate
- AutoCAD drafting Diploma
- Inspectors in Construction, Health and Safety Certificate
- Counselling Post Bac Diploma
- Community Development Diploma
- Public Health Policy Certificate
- Applied Ethics Certificate
- RMOT Forensics Diploma
- Geological Technician Diploma