

Implementation Report on the 2018-2019 Cyclical Review of the Leadership Program

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INTRODUCTION

This is the first implementation report for the Leadership cyclical program review that took place in 2018-2019. The full language for each recommendation from the External Reviewers' Report has been included, along with the corresponding information about implementation from the Final Assessment Report. For each recommendation, the unit has provided an update on the progress or action made toward the implementation of that recommendation, followed by comments from the relevant dean(s) and the Program Review Sub-Committee. Taking into account the updates provided by the unit and the comments from the dean(s), the Program Review Sub-Committee will review the report and determine if all recommendations have been implemented satisfactorily or if a subsequent report will be required.

RECOMMENDATIONS PRIORITIZED FOR IMPLEMENTATION IN FINAL ASSESSMENT REPORT

Full Recommendation from External Reviewers' Report: Recommendation #1: The Leadership program faculty team should re-visit learning outcomes from the Honours BA in Leadership and revise those for both the Leadership minor and option. The ILA guiding questions and self-study would be key components to consider through this recommendation.		
Recommendation to be Implemented (from Final Assessment Report)	Responsibility for Implementation	Anticipated Completion Date
Recommendation #1: The Leadership program faculty team should re-visit learning outcomes from the Honours BA in Leadership and revise those for both the Leadership minor and option. The ILA guiding questions and self-study would be key components to consider through this recommendation.	Leadership Program	2019-2020

Unit Update: The Leadership Program has identified the key learning outcomes for the Minor and the Option (See the attached Word document). In addition, we have evaluated and updated the Learning Outcomes of the required and elective courses against OCAV guidelines, 21st Century Skills, and the Minor and the Option (See attached Excel document). We believe this recommendation has been satisfied.

Decanal Comments: The Leadership Program has identified appropriate learning outcomes including a thorough review of these outcomes on a course-by-course basis with respect to OCAV guidelines.

Program Review Sub-Committee Comments: The Leadership program is to be commended for its work in establishing clear learning outcomes for its Minor and Option, as well as several forms of mapping to demonstrate how the learning outcomes are developed and achieved through the programs' structures. This recommendation is considered to be completed.

Full Recommendation from External Reviewers' Report: Recommendation #2: Upon conclusion of the learning outcomes being revised, all leadership courses should be mapped back to the identified learning outcomes. An additional recommendation would be to then map courses and outcomes to the Laurier undergraduate degree level expectations. This exercise will assist with developing a robust assessment plan and assist the faculty team in determining gaps and overlap in course material.		
Recommendation to be Implemented (from Final Assessment Report)	Responsibility for Implementation	Anticipated Completion Date
Recommendation #2: Upon conclusion of the learning outcomes being revised, all leadership courses should be mapped back to the identified learning outcomes. An additional recommendation would be to then map courses and outcomes to the Laurier undergraduate degree level expectations. This exercise will assist with developing a robust assessment plan and assist the faculty team in determining gaps and overlap in course material.	Leadership Program	2019-2020

Unit Update: Please see the reply to Recommendation #1. We believe this recommendation has been satisfied.

Decanal Comments: This recommendation has been satisfied as per decanal comments for Recommendation #1.

Program Review Sub-Committee Comments: This recommendation has been completed, as described in the responses to Recommendation #1.

Full Recommendation from External Reviewers' Report: Recommendation #5: Explore opportunities for micro-credentialing (not for credit) and for credit certificate options. This could broaden the current reach of the Leadership program, which results in better trained employees in the areas served by Laurier.		
Recommendation to be Implemented (from Final Assessment Report)	Responsibility for Implementation	Anticipated Completion Date
Recommendation #5: Explore opportunities for micro-credentialing (not for credit) and for credit certificate options. This could broaden the current reach of the Leadership program, which results in better trained employees in the areas served by Laurier.	Program, in consultation with FHSS Dean	2020-2021

Unit Update: Preliminary inquiries have been made with Continuing Education regarding this initiative. Human resource limitations preclude further exploration of this initiative at this time.

Decanal Comments: The Leadership program has indeed thoughtfully considered micro-credential and other related opportunities, but bandwidth is limited. The Dean of FHSS will continue to request that the Provost’s office provide additional resourcing for this program. The success of the Leadership program and the many reasons underpinning its success, despite limited resources invested in the program, provide strong quantitative rationale to support additional resourcing. Micro-credential opportunities in this program would be market-aligned and highly sought after, and it is unfortunate that the program cannot capitalize on such opportunities due to resourcing constraints.

Program Review Sub-Committee Comments: The committee understands the arguments provided that this recommendation cannot be completed at this time due to resource constraints within the program. The committee supports the Dean of FHSS in continuing to advocate for the Leadership program to be resourced appropriately in order to be able to pursue initiatives such as those described in this recommendation. No further reporting is required.

Full Recommendation from External Reviewers’ Report: Recommendation #7: Expand online offerings so that a student could complete the minor or option fully online.		
Recommendation to be Implemented (from Final Assessment Report)	Responsibility for Implementation	Anticipated Completion Date
Recommendation #7: Expand online offerings so that a student could complete the minor or option fully online.	Program, in consultation with FHSS Dean	2020-2021

Unit Update: Online course development has progressed. At this point, three of the four required credits can be completed online. In addition, 4 elective credits can be completed online. With the support of the Dean’s office and the Online Learning Office, two additional courses (one required and one elective) are scheduled for development in the 2022-2023 academic year. Once completed, students will be able to complete a Minor or an Option completely online. We believe that this recommendation has been satisfied.

Decanal Comments: Additional online (OC) courses are in the OC course development queue. This recommendation has been satisfied.

Program Review Sub-Committee Comments: The committee was delighted to read that the Leadership program now had enough online courses created to be able to offer its Minor fully online. This recommendation is considered to be completed.

Full Recommendation from External Reviewers' Report: Recommendation #9: Streamline the number of elective options so as to maximize the human capital and teaching loads.		
Recommendation to be Implemented (from Final Assessment Report)	Responsibility for Implementation	Anticipated Completion Date
Recommendation #9: Streamline the number of elective options so as to maximize the human capital and teaching loads.	Leadership Program	2020-2021

Unit Update: Eleven courses with content that no longer aligns with the vision of the program have been deleted. Two additional courses have been added. We believe that this recommendation has been satisfied.

Decanal Comments: The Leadership program should be commended for regularly and thoughtfully updating their course carousel (including course deletions). Recommendation satisfied.

Program Review Sub-Committee Comments: The committee commends on the program on its 'housekeeping' of elective course offerings and their willingness to delete those courses no longer relevant in the curriculum. This recommendation is considered completed.

Full Recommendation from External Reviewers' Report: Recommendation #12: Incorporate more experiential learning opportunities into the 3rd and 4th year courses (in addition to OL 401), integrating students into deep learning experiences in multiple contexts.		
Recommendation to be Implemented (from Final Assessment Report)	Responsibility for Implementation	Anticipated Completion Date
Recommendation #12: Incorporate more experiential learning opportunities into the 3rd and 4th year courses (in addition to OL 401), integrating students into deep learning experiences in multiple contexts.	Leadership Program	2020-2021

Unit Update: The following Leadership courses have an experiential learning component (broadly defined): OL201, OL202, OL/HR251, OL298, OL481, and OL485. Please see the attached document for an overview of the experience type and experience description. Given that the Leadership program is currently focused on running its Minor and Option, we believe that sufficient experiential learning opportunities for students are embedded into the Minor and Option program curricula, and that the intent of this recommendation has been satisfied.

Decanal Comments: Significant experiential learning opportunities are provided in the above-named courses, as rigorously described in the companion document.

Program Review Sub-Committee Comments: The committee agrees with the program and Dean that the intent of this recommendation has been satisfied. No further reporting is necessary.

Full Recommendation from External Reviewers' Report: Recommendation #13: Incorporate a leadership and teams/groups course into the minor and option core curriculum. This is a gap in the current program.			
Recommendation to be Implemented (from Final Assessment Report)	Responsibility for Implementation	Anticipated Completion Date	Additional Notes
Recommendation #13: Incorporate a leadership and teams/groups course into the minor and option core curriculum. This is a gap in the current program.	Leadership Program	2020-2021	In consultation with FHSS dean.

Unit Update: The Teams course was originally removed from our course rotation based on a request by the Lazaridis School of Business and Economics. Their argument was that the Teams course was too close in content to the content of some of their courses. We have not yet reopened this discussion. One point to note is that Business students cannot register in Leadership courses, so it is fair to say that students who take the Leadership Teams course would not be duplicating content from LSBE courses. We fully recognize the importance of this topic and would be willing to reopen this discussion as long as appropriate administrative support backs up the request. In the interim, students do experience and training in working in groups in a variety of courses including OL140, OL/PD 224, OL401, and OL481. We believe that we have done all that we can to implement this recommendation within the current restraints, and therefore, it has been completed for reporting purposes.

Decanal Comments: Recognizing the importance of this recommendation, the Dean of FHSS will work with the Leadership program to explore implementation.

Program Review Sub-Committee Comments: The committee appreciates the context provided around this recommendation, as well as hearing that the Dean will continue to advocate for its future implementation. No further reporting is required.

Full Recommendation from External Reviewers' Report: Recommendation #24: Create a succession plan for the next 4-5 years that evaluates current teaching assignments, potential retirements, and growth opportunities.		
Recommendation to be Implemented (from Final Assessment Report)	Responsibility for Implementation	Anticipated Completion Date
Recommendation #24: Create a succession plan for the next 4-5 years that evaluates current teaching assignments, potential retirements, and growth opportunities.	Leadership Program, FHSS Dean	2020-2021

Unit Update: With the early retirement of one of the full-time, tenured faculty members, the program was left with three tenured faculty members, one tenure-track faculty member, and one LTA member. We recently were successful in hiring a Black Scholar (tenure-track) faculty member through the Inclusive Excellence initiative; succession planning is very much in the forefront in our program's planning. The program enrolment is continuing to grow, and within the next 5 years one tenure-track member will retire, followed by the two remaining tenured

faculty members. We need a mid-career tenure-track position to support a meaningful succession plan. Additional full-time, tenure-track faculty members are needed to help the program cover our existing commitments and explore new initiatives like those presented by the Milton campus, micro-credentials, etc.

Decanal Comments: The Dean of FHSS is very impressed by the year-over-year growth in course registrations in the Leadership program and agrees that succession planning through hiring is mission critical to the future successes of the program. The dean will continue to make evidence-based arguments to the Provost’s office for the need for additional resourcing in the form of full-time tenure track hires.

Program Review Sub-Committee Comments: It is clear that this recommendation is of importance to both the program and the Dean, and the committee supports the Dean of FHSS in continuing to ensure that the Leadership program is appropriately resourced.

Full Recommendation from External Reviewers’ Report: Recommendation #25: Expand the scholarship and creative activities within the program, possibly involving more students in undergraduate research opportunities.		
Recommendation to be Implemented (from Final Assessment Report)	Responsibility for Implementation	Anticipated Completion Date
Recommendation #25: Expand the scholarship and creative activities within the program, possibly involving more students in undergraduate research opportunities.	Leadership Program	2020-2021

Unit Update: In the 2021-2022 academic year, faculty applied for and successfully obtained undergraduate research assistants through the Work Study Program. It is anticipated that this type of initiative will be pursued in future years, thus satisfying the intent of this recommendation to provide students with additional research opportunities.

Decanal Comments: The Dean of FHSS is working with the departments / programs in FHSS to create additional research opportunities for undergraduate and graduate students, in addition to the Laurier Work Study Program, that will serve all academic programs – a currently unmet and significant need in the Faculty.

Program Review Sub-Committee Comments: It is clear that progress has been made on satisfying the intent of this recommendation. No further reporting is required.

Full Recommendation from External Reviewers’ Report: Recommendation #29: Provide clarity for students as per who to consult for academic advising for the leadership minor or option. Possibly determine a program advisor at each campus who will assist with course information, course rotation questions, etc.		
Recommendation to be Implemented (from Final Assessment Report)	Responsibility for Implementation	Anticipated Completion Date

Recommendation #29: Provide clarity for students as per who to consult for academic advising for the leadership minor or option. Possibly determine a program advisor at each campus who will assist with course information, course rotation questions, etc.	Leadership Program	2020-2021
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Unit Update: At this point, LB Academic Advising (LBAA) is responsible for student advising for the Leadership program. LBAA covers advising for students from the Waterloo campus, Brantford campus, and online registrations. Students with inquiries about courses are directed to one of a) Faculty members who are teaching in the program, b) lbacademicadvising@wlu.ca – who students are directed to, depends on the questions raised. In addition, information on the Minor and Option is included in each course syllabus.

Decanal Comments: This recommendation has been satisfied.

Program Review Sub-Committee Comments: The committee agrees that this recommendation has been completed. No further reporting is required.

Full Recommendation from External Reviewers' Report: Recommendation #30: Create a leadership advisory board that includes former students/alumni of the leadership program, employers, campus partners, and community partners.			
Recommendation to be Implemented (from Final Assessment Report)	Responsibility for Implementation	Anticipated Completion Date	Additional Notes
Recommendation #30: Create a leadership advisory board that includes former students/alumni of the leadership program, employers, campus partners, and community partners.	Leadership Program	2020-2021	Program to explore feasibility of this recommendation.

Unit Update: This has not yet been pursued. There had been an Advisory Board in the early days of the Leadership program. The experience showed us that unless the role/goals of the Advisory Board are crystal clear, this type of initiative is not necessarily very effective. So, for instance, would this board provide access to volunteer positions, paid employment opportunities, insights into leadership needs of organizations? Given that the Leadership program provides a Minor and an Option, rather than a full degree, leads on Leadership volunteer and paid employment opportunities may be less relevant to our students. Should the program reinstate its Major in the future, the creation of an Advisory Board could be reconsidered, but we do not feel that this recommendation is currently relevant.

Decanal Comments: The Leadership program regularly updates its courses, and course offerings, to ensure market alignment, development of 21st century skills, etc., and the substantial year-over-year increases in course registrations can be taken as one line of evidence of the success of these efforts to ensure student interest. An advisory board is not needed at this time.

Program Review Sub-Committee Comments: The committee supports the response provided by the Dean of FHSS that evidence suggests that an advisory board is not needed at this time. The committee recommends that

the Leadership program continue to consider the merit of this recommendation in the future. No further reporting is required.

Full Recommendation from External Reviewers' Report: Recommendation #31: Explore the opportunity to provide a combined master's degree, offered online, in Leadership and another area (i.e., policing, health administration). This recommendation capitalizes on existing service teaching partnerships and would meet growing needs in the province around contextual areas of leadership. This recommendation would require additional full-time faculty for advising and teaching in the core curriculum areas.			
Recommendation to be Implemented (from Final Assessment Report)	Responsibility for Implementation	Anticipated Completion Date	Responsibility for Resourcing
Recommendation #31: Explore the opportunity to provide a combined master's degree, offered online, in Leadership and another area (i.e., policing, health administration). This recommendation capitalizes on existing service teaching partnerships and would meet growing needs in the province around contextual areas of leadership. This recommendation would require additional full-time faculty for advising and teaching in the core curriculum areas.	Program, in consultation with FHSS Dean		FHSS Dean, Provost and Vice-President: Academic

Unit Update: As noted in the response to Recommendation #5: Preliminary discussions among the full-time faculty have been held regarding this initiative. Human resource limitations preclude further exploration of this initiative at this time.

Decanal Comments: The Dean of FHSS is working with the departments / programs in FHSS to create additional MA programming while recognizing that there are indeed significant resource implications to furthering these discussions and offering new programs.

Program Review Sub-Committee Comments: The committee recommends that any new graduate program developments are informed by an environmental scan of comparable offerings and a labour market analysis. The committee can understand the merit of this recommendation, and notably, its online mode of delivery, as this has proven very successful for existing graduate programs in the FHSS. The Leadership program is encouraged to continue discussions with the Dean of FHSS about the feasibility of this new program idea as appropriate. No further reporting is required.

Full Recommendation from External Reviewers' Report: Recommendation #32: Re-visit the Leadership program strategic plan and focus on revising the leadership program learning objectives for the minor and option.		
Recommendation to be Implemented (from Final Assessment Report)	Responsibility for Implementation	Anticipated Completion Date

Recommendation #32: Re-visit the Leadership program strategic plan and focus on revising the leadership program learning objectives for the minor and option.	Leadership Program	2019-2020
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Unit Update: Please see the response to Recommendation #1.

Decanal Comments: Recommendation implemented, as per Recommendation #1.

Program Review Sub-Committee Comments: This recommendation has been completed, as noted in the responses to recommendations #1 and #2.

Full Recommendation from External Reviewers' Report: Recommendation #33: Continue to utilize the Collegiate Leadership Competition and the Youth Leaders on Board program to create intentional hands-on learning experiences for current students.		
Recommendation to be Implemented (from Final Assessment Report)	Responsibility for Implementation	Anticipated Completion Date
Recommendation #33: Continue to utilize the Collegiate Leadership Competition and the Youth Leaders on Board program to create intentional hands-on learning experiences for current students.	Leadership Program	Ongoing

Unit Update: These initiatives have continued to provide value-added experiences and opportunities to our students. For example, in the 2021 CLC event, Laurier was represented by two teams – one from Waterloo and the other from Brantford who placed 5th and 7th, respectively, out of 33 teams across Canada and the United States. Since the recommendation was to continue with this initiative, which we have done, we consider it to be completed.

Decanal Comments: The CLC event is an excellent opportunity for Laurier's Leadership students and a great forum to showcase nationally and internationally the calibre of programming in Laurier's Leadership program. This recommendation is being implemented on an ongoing basis.

Program Review Sub-Committee Comments: The CLC sounds like a very worthwhile learning opportunity for Leadership students. As the recommendation was to continue to maintain an existing practice, which has been done, there is no further reporting required.

Full Recommendation from External Reviewers' Report: Recommendation #36: Develop relationships with advancement officers to create more student scholarships and other donor supported programs/opportunities.		
Recommendation to be Implemented (from Final Assessment Report)	Responsibility for Implementation	Anticipated Completion Date

<p>Recommendation #36: Develop relationships with advancement officers to create more student scholarships and other donor supported programs/opportunities.</p>	<p>Leadership Program</p>	<p>Ongoing</p>
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Unit Update: This has recently been discussed by the Leadership Program Coordinating Committee (LPCC). The program has a relationship with the Advancement Office in Brantford. They have fostered a relationship with private funding agency for our Leaders on Board program.

Decanal Comments: Furthering relationships with the Development office and securing private funding is ongoing.

Program Review Sub-Committee Comments: It sounds like progress toward implementing this recommendation is underway. No reporting is required.

ADDITIONAL COMMENTS

Unit: We appreciate the input and recommendation of the external review committee. As a result of the pandemic, our program, like many others in the institution, experienced challenges in pursuing some of the initiatives identified by the reviewers. The pandemic together with the exponential growth in enrolment in our courses (including increased number of online sections) is compounded with our very tight human resource, complement really limits the capacity to pursue initiatives such as micro-credentials, graduate-level programs. As we increase our faculty complement, we look forward to moving forward on more of the recommendations.

Dean: The Leadership program has demonstrated exceptional year-over-year growth over the past handful of years, growing from about 1000 course registrations annually 5-ish years ago, to today boasting more than 4000 course registrations. This growth is underpinned by the high calibre of market-aligned programming, and the excellent instructors and leaders, in the Leadership program. The Dean of FHSS will continue to lobby the Provost for additional resourcing, including full-time tenure track hires, to continue to support the program and provide for succession planning and grow capacity to capitalize on micro credential, MA, and other market-aligned and highly needed programming in the discipline. Thank you to everyone in the Leadership program for their continued contributions.

Program Review Sub-Committee: The committee was impressed by the work that the program has done since the 2018-2019 cyclical program review to implement the recommendations made by the external review committee. Many of the recommendations have been fully completed, with several others in progress or representing ongoing areas for attention. Those that have not been able to be implemented are connected to resourcing, and it is clear from the comments provided that the Dean of FHSS will continue to advocate for the program to be appropriately resourced for its programmatic activities. The committee wishes the Leadership program good luck with its current and future initiatives in the coming years. No further Implementation Reports for this cyclical program review are necessary.

Subsequent Report Required: No

Next Cyclical Review: 2025-2026