

FINAL ASSESSMENT REPORT

PROGRAM UNDER REVIEW

PROGRAM	SENATE APPROVAL DATE	PREPARED BY
School of Criminology and Criminal Justice	September 13, 2019	Provost and Vice-President

A. SUMMARY OF REVIEW PROCESS & LISTING OF PROGRAMS UNDER REVIEW

SELF-STUDY REVIEW TIMELINE

	DATE
1. Self-Study Presented to AQAPC	Oct. 29, 2018
2. Site Visit Conducted	Jan. 23-24, 2019
3. Reviewer's Report Received	May 22, 2019
4. Internal Reviewers Response Received	Jun. 13, 2019
5. Dean's Response Received	Jun. 13, 2019

The members of the review committee were:

- Dr. David Zarifa (Internal)
- Dr. Scharie Tavcer, Mount Royal University (External)
- Dr. Sharon Reid, St. Thomas University (External)

The academic programs offered by the Department which were examined as part of the review included:

- School of Criminology and Criminal Justice
- Bachelor of Arts in Criminal Justice Program

This review was conducted under the terms and conditions of the IQAP approved by Senate on May 17, 2013.

B. PROGRAM STRENGTHS

External Reviewers: *The School has a Program that is unique and innovative, and that provides students with an important practical experience and academic material (herein called the Program). The Program's philosophy is illustrated through course outlines and content. With the four streams for students to choose from, students are able to progress from a rather general first year program, through to more specialized 2nd, 3rd, and 4th year studies. There are opportunities for students to select a stream in either Corrections or Policing, both of which provide them with opportunities for practica through the neighbouring Canadore College, which is a college of applied arts and technology, where students complete 30 credit hours. Students who elect these streams see it as*

a beneficial opportunity and it is well liked. Given the close proximity of the College to the University, it provides a seamless applied component thereby giving students more practice-oriented skills, so they are ready for the criminal justice work world.

We felt a sense of pride in the campus and the students were eager to share their positive experiences. We were lucky to also meet some former criminal justice students who are enrolled in the newly created Masters of Applied Sociology program. They spoke highly of their undergraduate experience and professors. It is worthy to note, that one of the current faculty members in the School was a graduate of the School prior to embarking on his masters and doctoral studies.

C. OPPORTUNITIES FOR IMPROVEMENT AND ENHANCEMENT

External Reviewers Recommendation #1: *Articulate the tenets of the NU Strategic Plan and the School's Self-Study Academic Planning. Strengthen these aspects in course and program planning and materials.*

Unit's Response: The School has worked hard to include Indigenous issues and topics related to the justice system in all of its course offerings. Many of the researchers in the School have done extensive research on Indigenous issues in the criminal justice system, including women, suicide, correctional system, policing, parolees, implementation of the Gladue decision and mental health. The School is currently developing a course with the Chair of Indigenous Studies on Indigenous health, wellness and the role of the justice system. Further, this will be a continued topic of conversation at our upcoming retreat.

Dean's Response: The report specifically draws attention to the School's shortcoming on the two tenets of the Academic Planning template – (1) indigenous education and (2) equity, diversity and inclusion. This comment from the reviewers is after acknowledging the current offerings of the School. It also relates to some other recommendations (i.e. #2; 16-20). It is my understanding that the School will be considering this comment as part of their upcoming retreat.

Provost's Response: The Department needs to articulate in writing its position on 1) Indigenous education, and 2) on Equity, Diversity, and Inclusion

External Reviewers Recommendation #2: *Refresh the School's vision and mission statements to also include Indigenization, equity and inclusivity beyond the presentation of topics and guest speakers in these areas.*

Unit's Response: At the School's next retreat we can put this item on the agenda and update the vision and mission statements to reflect our commitment to Indigenization, equity and inclusivity.

Dean's Response: Please see response to Recommendation #1.

Provost's Response: See above

External Reviewers Recommendation #3: *Change the name of the School to the School of Criminal Justice to better reflect its actual Program and streams. Remove the phrase "twin disciplines" from the vision statement.*

Unit's Response: We reject both of the points in this recommendation. We believe that the Criminology stream at Nipissing reflects a true Criminology degree. We require more criminological theory (CRJS 2086, CRJS 4347, CRJS 4467) and Sociological theory (SOC1 2016, SOC1 2017) than comparable programs (e.g. Ryerson), we require introductory courses (CRJS 1087, CRJS 1206, SOC1 1016, PSYC 1106, PSYC 1107) as do other Criminology programs, our students must complete statistics and research methods courses (SOC1 2126 and SOC1 2127), they take required courses in the sociology of law (CRJS 3086 and CRJS 3087), they explore the psychology of criminal conduct (CRJS

3106, CRJS 3107), and they can choose from a myriad of stream electives to complete their degree that includes criminal justice as well as business, anthropology, history, psychology, and sociology courses. Further, all criminology students complete a capstone seminar course (CRJS 4937). Students in the Criminology stream are considered among the strongest candidates in the MA programs in Ontario they have applied to, three students have already completed PhDs in the area.

Dean's Response: The criminology moniker is often associated with programs that are only critical in nature which may appear to be in contrast to the professionally oriented program of the School. However, the School does deliver a dual perspective on the study of criminal activity and the related roles of the justice system with critical theory courses as well as applied learning opportunities. In particular, this is the case with the criminology stream of the degree. Perhaps, this wasn't clearly communicated to the reviewers or I am misunderstanding the criticism.

Provost's Response: I am satisfied with the responses.

External Reviewers Recommendation #4: *Consider a higher, minimum percentage prerequisite for admission to the honours stream.*

Unit's Response: While we agree that this is a reasonable request, it is beyond our ability to comply with as a School. This sort of change must be done in consultation with NU policy and procedures, and must be passed by Senate who must approve of any changes to the degree requirements that are in place. We can certainly broach this topic with the Registrar, but ultimately our School may be held to the wider expectations in place in other schools and departments at Nipissing.

Dean's Response: This is certainly an admirable notion to consider and the School may do so during their upcoming retreat. However, this is a University wide regulation from which the School cannot easily deviate.

Provost's Response: The Department offers a BA degree and all entrance requirements must be harmonized within that credential. I do not support this recommendation.

External Reviewers Recommendation #5: *Consider that all students (regardless of their stream) maintain a specified G.P.A., in order to graduate. After their first year of required courses, consider having all students select their stream of study.*

Unit's Response: Similar to our response to the previous item, while we agree that this is a reasonable request, it is beyond our ability to comply with as a School. This sort of change must be done in consultation with NU policy and procedures, and must be passed by Senate who must approve of any changes to the degree requirements that are in place. Again, we can consult with the Registrar, but ultimately our School may be held to the wider expectations in place in other schools and departments at Nipissing. With respect to changing the process and having students pick their stream after first year, this is something we can explore at our next retreat.

Dean's Response: The program is subject to overall University policies and regulations. A specific G.P.A. is required by all Nipissing students to progress through their degree program. From the Academic Calendar: "Students will be considered in good academic standing if they achieve a minimum cumulative average of 60%"

In terms of stream selection, students can change their stream at any time prior to graduation.

Provost's Response: I agree with the Dean.

External Reviewers Recommendation #6: *Increase the average to 85% for students to graduate with the honours stream designation.*

Unit's Response: Again, we can consult with the Registrar on this but ultimately our School may be held to the wider expectations in place for the honours designation in other schools and departments at Nipissing. Members of the School very rarely award grades at this level. This would severely restrict the number of students able to graduate with an honours degree.

Dean's Response: This seems to be a duplicate of recommendation #4. Please see response above.

Provost's Response: I do not support the recommendation.

External Reviewers Recommendation #7: *Consider offering a major or a minor in Criminal Justice which would be available to students in other programs across the Arts and Science Faculties.*

Unit's Response: We already offer a minor in Legal Studies that students in other departments and schools can take. The minor consists of the following:

Required Courses

CRJS 1206	Introduction to Canadian Law	3 cr.
CRJS 2216	Civil Law and Civil Procedure	3 cr.
CRJS 3086	Law and Society	3 cr.
CRJS 3206	Canadian Criminal Law and Criminal Proceedings	3 cr.

Students must complete six credits from the following:

CRJS 2106	Psychology and Law	3 cr.
CRJS 3087	Law and Society II	3 cr.
CRJS 3416	Aboriginal Legal Studies	3 cr.
CRJS 4016	Issues in Family Law	3 cr.
ADMN 2307	Commercial Law	3 cr.
ANTR 3027	Anthropology, Aboriginal Peoples, and the Law	3 cr.
GEND 2146	Law, Power and Justice	3 cr.
GEND 2157	Case Studies in Gender and Law	3 cr.
GEND 2187	International Human Rights	3 cr.
GEND 2516	Violence, Race and Law	3 cr.
HIST 3286	Taking Liberties: Human Rights in Canadian History	3 cr.
PHIL 2505	Reasoning and Logical Argument	6 cr.
POLI 2706	Canadian Politics	3 cr.

The program that we offer is a Major in Criminal Justice. Students are not able to do a double major with Criminal Justice as one of the majors because of the sheer number of required courses that the students in Criminal Justice are required to take. Students may take a second degree in Criminal Justice that can be completed in approximately 18 months to 2 years. At the retreat we will discuss considering a minor in Criminal Justice.

Dean's Response: It was my understanding that the School already offered a minor in Legal Studies and a major in Criminal Justice for students in other programs. However, the opportunity does not seem to be listed in the Academic Calendar. It is my understanding that the Department will consider a minor in Criminal Justice at their retreat later this summer.

Provost's Response: Offering credentials that are embedded in/laddered with existing credentials can be an effective way to draw students into courses, and to offer students broader choice. The Department should offer minors in its major areas.

External Reviewers Recommendation #8: *Revise the Program to offer a stream that is a Bachelor of Applied Arts (corrections and policing); a stream that is a Bachelor of Arts (general without honours); and a stream that is a Bachelor of Arts with Honours (85% or above with completion of an advanced research seminar and thesis or paper).*

Unit's Response: Nipissing does not currently offer any applied arts degrees, as these are the types of degrees available at colleges in Ontario. We do not believe that it is in Nipissing's best interest to offer this sort of degree. We are aware of the push in Ontario to broaden collaborations with colleges in much the same manner as we already do, and for which the School was among the first in Ontario to offer such a collaborative program in Criminal Justice.

Dean's Response: At Nipissing, we don't currently have Bachelor of Applied Arts degrees. In the Ontario context, this is more appropriate for colleges which now have degree granting powers. I don't believe that it is in the University's best interest to offer this type of program. Further, in Ontario, there is a desire from the Ministry to deepen collaborations with colleges. So, I do believe that the current structure best services the University, its important funder and the broader community.

Provost's Response: I agree with the Dean on the point made, however, encourage curriculum review in order to open opportunities for students to engage with disciplines in the unit.

External Reviewers Recommendation #9: *Increase additional cross-listed electives to the complement of course offerings from other cognate disciplines and advertise/advise students earlier in their studies.*

Unit's Response: The School is founded on a collaborative relationship with the department of sociology and anthropology, which offers a number of our core courses. In addition, the School has cross-listed courses with a diversity of programs across the university, including; history, business and psychology. The School also has a comprehensive list of recommended electives with departments across the university. Most recently, the School is moving ahead with the development of a course on Indigenous health, wellness, and the role of the justice system. The applied and theoretical nature of the School in combination with its heavy emphasis on research (methods, statistics and qualitative), means that students take a large number of required core courses as dictated by the requirements of the criminal justice fields to which students apply. One of our concerns with excessive cross-listing with other departments or disciplines may result in the dilution of the criminology and criminal justice focus of our program, which is what attracts students to the program.

Dean's Response: This recommendation is consistent with the current direction of the University to provide students with complementary learning opportunities that remain consistent with the learning outcomes of the degree. This is something that the School may wish to consider in its upcoming retreat. However, it should be noted that students do have the opportunity to augment courses from the School with courses from other disciplines to fulfill stream electives (e.g. ADMN, ANTR, HIST, SOCI, PSYC).

Provost's Response: Agree with the Dean.

External Reviewers Recommendation #10: *The "Legal Studies and Administration" stream should be revised to more adequately describe the program in all promotional materials.*

Unit's Response: We agree with the recommendation and at our next retreat we will revise the stream to better meet the student demand for a legal studies focus related to a career in the legal system, including law.

Dean's Response: It is my understanding that the School will reflect on this comment in its future planning and communication to prospective students.

Provost's Response: Agree with the recommendation to consider.

External Reviewers Recommendation #11: *Consider expanding certain program certificates available throughout NU so that they might be made available to students outside those specific programs of study.*

Unit's Response: We agree that this is a reasonable request, but this is beyond our ability to comply with as a School. This sort of change must be done through the departments that offer these certificates, and Senate who must approve of any changes to the certificates that are in place.

Dean's Response: The School does not currently offer certificates. At Nipissing University, minors represent the way students can earn a credential from a subject area other than their major. While there are some internal certificates at the University which replicate this, the movement is to position certificates as 30 credit options for external prospective students.

Provost's Response: Agree with the recommendation to consider.

External Reviewers Recommendation #12: *Incorporate an advanced seminar(s) as a requirement for students in the honours stream. Faculty research projects are an excellent fit for an Honours Capstone Seminar*

Unit's Response: The school offers a number of 4th year seminar courses with a research focus. However, given the limited number of faculty members in the school, along with their involvement in the MA Sociology, it is not possible at this time to offer a standalone honours research course involving a thesis or a research paper.

Dean's Response: The School is actively involved in supervising graduate students in the Masters of Sociology and do not have the capacity to supervise the many majors in their undergraduate program.

Provost's Response: Agree with the recommendation to consider.

External Reviewers Recommendation #13: *Retain the Seminar in Professional Development (CRJS 4937) as a required capstone seminar for the applied streams in policing and corrections*

Unit's Response: This course is currently only a required course for the Criminal Justice Studies and Criminology Streams. Should we expand this to be included as a required course for the Policing and Corrections streams, then we will need additional resources to offer this course in at least two additional sections. Policing and Correction stream students normally attend Canadore in their 4th year and receive extensive job readiness training and preparation.

Dean's Response: The students in the Policing and corrections stream are with the partner college in the four year where they receive final preparation for their career and there is significant overlap with the CRJS 4937 course.

Provost's Response: Agree with the recommendation to consider.

External Reviewers Recommendation #14: *Focus academic advising to recommended specific theory and methods courses to students who have the potential or are interested in graduate studies.*

Unit's Response: All students in the school are currently required to take both methods and statistics courses, as well as classical and contemporary theory in Sociology, along with criminological theory. These requirements typically meet those of graduate programs in Sociology and Criminology in Ontario.

Dean's Response: Academic Advising is a centralized student service at Nipissing University. The School should consult with Academic Advising to see if there is any confusion.

External Reviewers Recommendation #15: *Continue offering Issues in Forensic Mental Health (CRJS 4006) course and the Forensic Science course (CRJS 2926), since these courses are also taken by policing and nursing students. We encourage the School to consider rewording the course's calendar descriptions so that they match what is actually offered.*

Unit's Response: We do not agree that the course descriptions are a mis-match with the course content for both CRJS 4006 and CRJS 2926. The course description for CRJS 4006 is:

Students explore forensic mental health issues, with topics that cover a wide variety of contemporary issues in the field, including issues related to the assessment and treatment of forensic populations, as well as the duties and responsibilities of those who work in the field.

This course is a seminar course where students read 3 to 4 articles per week and participate in guided seminar discussions on issues related to forensic mental health. The learning outcomes are described in terms of content (issues in forensic mental health) and process (seminar leadership and participation).

The course description for CRJS 2926 is:

This course will be an overview of the concepts and techniques used in forensic science. Topics that will be discussed include, but not limited to: the history of forensic science, crime scene processing, forensic anthropology, forensic odontology, forensic pathology, the microscope, hairs, fibers, paint, drugs, forensic toxicology, serology, DNA, fingerprints, firearms, tool marks and other impressions, document and voice examination, blood stain pattern analysis, wildlife forensics, forensic entomology, forensic botany, and taphonomy.

This course is lecture based, with information presented on the topics noted in the course description. It is not clear where this deviates from the course outline.

Dean's Response: While I appreciate that the reviewers see the value in CRJS 4006 and CRJS 2926, it is my understanding that the School does not see a disconnect between the course descriptions in the calendar and what is offered to students.

Provost's Response: Agree with the recommendation to consider.

External Reviewers Recommendation #16: *Revise the Victimology course (CRJS 3626).*

Unit's Response: This course is an elective, and one that focuses on the realities faced by victims and those who are in front line service work with victims. We will take this recommendation under advisement and explore the possibility of including more theoretical underpinnings of victimology, however, we believe that students in the School take a number of courses that are heavily theoretical, and as such we do not take issue with the primarily pragmatic content of this elective course.

Dean's Response: It is my understanding that the School will consider the comment about including more theory in this course.

Provost's Response: Agree with the recommendation to consider.

External Reviewers Recommendation #17: *Revise the Vulnerable Populations (CRJS 3356) course to be a core requirement.*

Unit's Response: We will take this recommendation under advisement and explore the possibility of introducing CRJS 3356 as a required course for all students in the School. However, were the School to make this a required course, additional faculty resources would be required and electives would have to be reduced.

Dean's Response: Please see response to Recommendation #1.

Provost's Response: Agree with the recommendation to consider.

External Reviewers Recommendation #18: *Revise the Women and the Criminal Justice System (CRJS 3336) course to be a core requirement.*

Unit's Response: We will take this recommendation under advisement and explore the possibility of introducing CRJS 3336 as a required course for all students in the School. However, were the School to make this a required course, additional faculty resources would be required and electives would have to be reduced.

Dean's Response: Please see response to Recommendation #1

Provost's Response: Agree with the recommendation to consider.

External Reviewers Recommendation #19: *Revise the Aboriginal Legal Studies (CRJS 3416) course and/or consider the existing course, GEND 2066 Race, Colonization and Indigeneity to be listed as a required course.*

Unit's Response: We will take this recommendation under advisement and explore the possibility of introducing a required course on this topic for all students in the School. However, if the School were to add another course to the list of required courses, additional faculty resources would be necessary and electives would have to be reduced.

Dean's Response: Please see response to Recommendation #1

Provost's Response: Agree with the recommendation to consider.

External Reviewers Recommendation #20: *Consider offering other courses within Native Studies for cross-listing purposes as elective courses.*

Unit's Response: Students in the School are free to take any Native Studies courses as electives, as long as they have the prerequisites required. Courses offered within Native Studies must be determined by the Native Studies program, not the School. Students in Native Studies are able to take CRJS courses as long as they have the prerequisites. We are open to exploring the cross-listing of CRJS courses as Native Studies courses, but that would be up to the Native Studies program to propose to the School, not vice versa.

Dean's Response: At Nipissing University, students can take courses from any discipline as an elective towards their degree. Therefore, it currently is possible for a student in the School to take more Native Studies courses, if they desire this.

Provost's Response: Agree with the recommendation to consider.

External Reviewers Recommendation #21: *Ensure that interdisciplinary courses count for the breadth requirements for students in the School.*

Unit's Response: This is beyond our ability to comply with as a School. This sort of change must be done through Senate as a university-wide application.

Dean's Response: The breadth requirement for a BA degree is 6 credits of humanities and 6 credits of science. Interdisciplinary courses currently aren't labelled as humanities or science credits due to the multiple disciplines involved in these courses. A broader discussion in the University senate would be required to allow interdisciplinary courses to count for breadth requirements.

Provost's Response: Agree with the recommendation to consider.

External Reviewers Recommendation #22: *Increase communication about the NU Promise to students who are in their first and second years of study.*

Unit's Response: We agree that this is important and recommend that this be done through student advising as part of a University wide retention campaign.

Dean's Response: The NU Promise is an initiative which started this year. I agree that the initiative was not broadly promoted. However, it is an important consideration for applicants and the University's communication and recruitment departments have acknowledged the need to communicate this better.

Provost's Response: This is central piece in recruitment for the university and is promoted on every platform used. However, it remains a shared responsibility with faculty and departments to advise their students on opportunities at during the course of their study.

External Reviewers Recommendation #23: *Support faculty to teach in their various areas of expertise and to rely less on the complement of part-time and limited term contract faculty.*

Unit's Response: We agree with this recommendation, however, without further investment of resources from the University administration, we will not be able to rely less on part-time and limited term contract faculty.

Dean's Response: This is an important point to make but the professional schools at Nipissing have struggled to match the faculty count and ratio to students of other areas of the University. The upside is that part time instructors bring some great currency of examples in their teaching.

Provost's Response: If we had more resources, we would have more people.

External Reviewers Recommendation #24: *Advertise and celebrate the research, teaching, and scholarship conducted by faculty and students*

Unit's Response: Such advertisement and celebration would ideally be organized at an Institutional level. We are willing to participate in any campaigns related to this. Faculty currently list a sample of their publications on the university website and a public bulletin board.

Dean's Response: This is something which could be done at the School and/or institutional level. At the School level, someone would have to volunteer to lead the effort and communicate achievements to the University's marketing group and the broader community of the School's stakeholders. This is linked to recommendation #33.

Provost's Response: I agree with the above, but also the Office of Research is involved in developing a plan for celebration of research.

External Reviewers Recommendation #25: *Increase the offerings of online distance courses.*

Unit's Response: We are offering 3 courses this Spring/Summer term. Two courses are being taught by one member who has requested a workload shift to include the 2019 Spring term instead of the Winter 2020 term. The other is being taught on a part-time contract. While we can appreciate the push to include more online courses, we do not currently have the ability for full-time instructors to fit this in to their workload.

Dean's Response: The School recently increased its Spring/Summer online offerings to 3 courses from the usual 1 course. However, this is likely not sustainable given that there are few full time faculty in the School.

Provost's Response: Agree with the recommendation to consider.

External Reviewers Recommendation #26: *Continue offering the Academic Writing course to students in their first year of the program*

Unit's Response: The academic writing course (ACAD 1601) is currently not a required course for students in the School. Students are free to take this course as an elective.

Dean's Response: The academic writing course is not currently a required course for students in the School. However, the course is available to them should they wish to register for it.

Provost's Response: Agree with the recommendation to consider.

External Reviewers Recommendation #27: *Revise the protocol for graduate student placements, so that supervision be managed by a PhD sociologist from the Sociology department.*

Unit's Response: This decision will need to be made by the Graduate committee for the Applied Sociology MA.

Dean's Response: The graduate program of Sociology is a Faculty of Arts and Science program and outside the scope of the School.

Provost's Response: Consider this with Dean of Research and Graduate Studies

External Reviewers Recommendation #28: *Expand course offerings, increase the number of sections, hire more full-time faculty, cross-appoint more courses and faculty, so that the School can increase student admission.*

Unit's Response: We agree with all of these recommendations. We welcome the resources that will allow us to expand our course offerings, increase the number of sections, and hire more full-time faculty.

Dean's Response: It is my understanding that the School will consider additional resources after their academic planning retreat taking into account this IQAP feedback.

Provost's Response: Unless the norm in the School is to teach courses with well over a 100 students, the School has capacity (faculty and space) to grow.

External Reviewers Recommendation #29: *Ensure that core courses are taught by full-time faculty.*

Unit's Response: While we welcome this recommendation, from a pragmatic perspective, given the current full-time faculty complement, we are unable to do this. For example, the courses that focus on law (CRJS 1206, CRJS 2216 and

CRJS 3206) should be taught by instructors with a law background. None of the full-time faculty have an LLB, LLM or JD degree. We have had to rely on part-time instructors (often practicing lawyers) for these courses. In the past, we did have a full-time member with an LLB, but that member is on extended leave. Sociology full-time instructors usually teach the required Statistics and Methods courses (SOC 2126/2127) although these instructors as well as those assigned to other required courses in Sociology and Psychology (SOC 1015, PSYC 1006/1007, SOC 2016, SOC 2017) are beyond our control. We do not have any input in terms of who ends up teaching those courses. The other required courses (CRJS 2086, CRJS 2106, CRJS 3086, CRJS 3087, CRJS 4347, CRJS 3106, CRJS 3107, CRJS 4467 and CRJS 4477) are normally taught by full-time instructors. CRJS 4937 is taught by the School's advisor/placement officer on a part-time contract. Because of the fact that almost all of what full-time instructors teach are required courses, we do have to rely on part-time instructors for CRJS 3936 and CRJS 4356 which are required courses in the Corrections stream. We literally do not have enough full-time faculty to teach all of the required courses in the School.

Dean's Response: The current contingent of faculty restricts the coverage of the core curriculum. The School has some great part time faculty who teach courses to supplement the full time faculty contingent.

Provost's Response: Agree with the Dean.

External Reviewers Recommendation #30: *Ensure that the Criminal Justice Advisor/Placement Officer position is a permanent position.*

Unit's Response: While we welcome this recommendation, from a pragmatic perspective, given the current full-time faculty complement, we are unable to do this. For example, the courses that focus on law (CRJS 1206, CRJS 2216 and CRJS 3206) should be taught by instructors with a law background. None of the full-time faculty have an LLB, LLM or JD degree. We have had to rely on part-time instructors (often practicing lawyers) for these courses. In the past, we did have a full-time member with an LLB, but that member is on extended leave. Sociology full-time instructors usually teach the required Statistics and Methods courses (SOC 2126/2127) although these instructors as well as those assigned to other required courses in Sociology and Psychology (SOC 1015, PSYC 1006/1007, SOC 2016, SOC 2017) are beyond our control. We do not have any input in terms of who ends up teaching those courses. The other required courses (CRJS 2086, CRJS 2106, CRJS 3086, CRJS 3087, CRJS 4347, CRJS 3106, CRJS 3107, CRJS 4467 and CRJS 4477) are normally taught by full-time instructors. CRJS 4937 is taught by the School's advisor/placement officer on a part-time contract. Because of the fact that almost all of what full-time instructors teach are required courses, we do have to rely on part-time instructors for CRJS 3936 and CRJS 4356 which are required courses in the Corrections stream. We literally do not have enough full-time faculty to teach all of the required courses in the School.

Dean's Response: I recognize the importance of a placement officer at the level of the School to ensure strong relationships are managed with stakeholder organizations.

Provost's Response: The Department does not have autonomy over its positions.

External Reviewers Recommendation #31: *Build physical signage and wall spaces for the School to demarcate its location and emphasize its value.*

Unit's Response: We have repeatedly requested to have a point of presence at Nipissing University as has been afforded to other Schools (e.g. Nursing, Business). While we can continue to ask that resources be directed towards this, we are unable to force the administration to acquiesce to such a request.

Dean's Response: I also appreciate the importance of having a point of presence for the School.

Provost's Response: Needs to be considered in the context of space planning of the physical plant.

External Reviewers Recommendation #32: *Collaborate with any of the quality enhancements noted within the review.*

Unit's Response: We are pleased to collaborate with any individuals or offices mentioned in the review in order to enhance the quality of the School.

Dean's Response: It is my understanding that the School remains open to collaborate with other departments and University offices to enhance the quality of experience for our students.

Provost's Response: Agree with the Dean.

External Reviewers Recommendation #33: *Showcase faculty research more widely within and outside of NU and include the research of faculty members in the School within the NU Strategic Research Plan.*

Unit's Response: While we agree that research being carried out by members of the School is impressive, we do not have the ability to dictate what is, or is not, included in the NU Strategic Research Plan. We have complied with any requests for information from that office (for example, providing our CVs). The Office of Research and Graduate studies is aware of research grants (including MOUs signed with external organizations) obtained by members of the School. If this work is not acknowledged in the Strategic Research Plan at Nipissing, it is not because they were unaware of it.

Dean's Response: The NU Strategic Research Plan is not about showcasing individual works or specific departments. Rather, it is meant to showcase major themes of research at the University which span across departmental boundaries. While there are examples described in the document, these are mere examples of the overarching themes.

Provost's Response: Agree with the Dean.

D. IMPLEMENTATION PLAN

Below are the recommendations that require specific action as a result of the Review, along with the identification of the position or unit responsible for the action in question. Notwithstanding the position or unit identified as the being responsible for specific recommendations, the Dean of the Faculty has the overall responsibility for ensuring that the recommended actions are undertaken

RECOMMENDATION	RESPONSIBLE MEMBER/UNIT	PROJECTED COMPLETION
#1,2 - Position paper on the implementation of principles of indigenous education, and equity, diversity and inclusion	Department to report to Dean	March 2020
# 7,8, 9, 10, 11, 12, 13, 15, 16, 17, 18, 19, 20, 21, 25, 26 - Review curriculum with the view of offering minors, new streams, and cross-disciplinary opportunities	Department	May 2019
#24, 33 - Develop narrative to celebrate research, teaching, and scholarship within the unit.	Collaborate with Dean of Research and Dean of Teaching	ongoing
#27 - Revise grad student placement protocol	Department with Dean of Research and Graduate Studies	December 2019
#31 - Make a decision on the physical space of the School	Department with Facilities	December 2019 (for the decision)