



2. UNDERGRADUATE PROGRAM: The IARC encourages the Department to seek partnerships with other Departments and Faculties to build additional breadth in the undergraduate program. The External Consultants suggest that the Unit continue to develop and introduce appealing cross-disciplinary gateway courses as well as new cross-disciplinary programs using the Business German minor as a model. The IARC commends the Unit for quickly responding to student and reviewer comments and encourages the Unit to continue its efforts to balance the study of the classical period of German Literature with studies focused on the modern era and language development. Moreover, in light of the Principal's Strategic Initiative and its possible impact on language departments, the IARC concurs with reviewers that these efforts would ultimately lead to higher student enrolment in minor, medial and major programs.

*The IARC recommends that the Department of German Language and t enrolm9entdPrinc5\*mendnsieraewe*

**Recommendation 2: Undergraduate Program**

The Department has pursued a partnership with Film Studies and will introduce soon a new gateway course on the visual arts in German culture to increase undergraduate enrolments.

**Other recommendations the Department may wish to consider:**

Students take full advantage of the training opportunities afforded by the Centre and the Department Head will continue to encourage their professional development.

Follow-up on these recommendations and issues will take place in the annual budget and staffing strategy meetings between the Dean of the Faculty of Arts and Science and the Vice-Principal (Academic)

*Queen's University at Kingston*

*Internal Academic Review:  
Department of German Language and Literature*

*Report of the Review Team*

*April 6, 2005*

**Executive Summary**

The main themes of this report are 1) the small size of the Department of German Language and Literature is a virtue and not liability; 2) Small departments can be good faculty citizens (by teaching service courses); 3. The department and the university need to do a better job in communicating the strength of this 'jewel in the crown'.

This is a strong department in all respects but vulnerable in many ways to any decrease in regular faculty member complement. It is critical that the complement of six regular faculty appointments be maintained.

**Report**

As stipulated in the Senate Policy on Internal Academic Review (30 April 1998) a Review Team was appointed by Vice-Principal (Academic) Suzanne Fortier. The mandate of the team was to compile a report on the Department of German Language and Literature based on the unit self-study, the appraisal of the external consultants, and comment from the broader university community. This is that report.

Members of the Committee were:

Ron Anderson, Department of Mechanical and Materials Engineering (Chair), faculty member outside of Arts and Science  
Jasmine Bahrami, Department of Biology, undergraduate student  
Krista Laugesen, Department of Chemistry, graduate student  
George Logan, Department of English, faculty member in Arts and Science  
Jonathan Rose, Department of Political Studies, faculty member in Arts and Science  
Teri Shearer, School of Business, faculty member outside of Arts and Science  
Erin Webster, Faculty of Arts and Science, staff member

A notice concerning the establishment of the Review Team was placed in the *Queen's Gazette* on October 12, 2004, and members of the University community were invited to send comments to the Review Team. None was received.

The external consultants, Dr. Dagmar C.G. Lorenz of the University of Illinois at Chicago and Dr. David G. John of the University of Waterloo, visited Queen's on November 11 and 12, 2004. Their report is included as an appendix.

Following is the response of the Review Team to each of the criteria specified in Appendix B of the *Senate Policy on Internal Academic Review (IAR)*.

### **Objectives**

The Senate IAR policy states that:

“The program should be consistent with Queen's mission and the academic plans of the unit including its teaching and research strengths, the relation of the unit with other academic units and the standards, educational goals and learning objectives of the degree”.

For reference, Queen's mission statement (approved by Senate on January 25, 1996) is:

*The University will build on the strength that is Queen's - students, faculty, staff and alumni - to be among the best of internationally known universities in Canada, recognized for:*  
*the exceptional quality of undergraduate and graduate students and programs in the arts, sciences and professions;*  
*the intellectual power and value of research and scholarship by faculty members and students;*  
*the exemplary service of the University and that of its graduates to the community and the nation and the community of nations.*

There are, in a sense, three programs under consideration here – the undergraduate program, the master's program and the doctoral program.

The consultants have high praise for the postgraduate programs and refer to the doctoral program as “the jewel in the crown” of the department. They indicate that “Queen's has one of the largest graduate programs in the country (comparing well with UBC, Alberta, Waterloo, Toronto, McGill, and Montreal, the ‘big six’ in German, the only ones in Canada with both MA and PhD)” with the closest comparison being with the University of Waterloo where there are two more (40% more to put the figure in

lowest enrolment (majors, minors and medials) of any department in Arts and Science at Queen's and that this results in fiscal difficulties within the Department. The consultants argue that "there must be administrative support for the general re-structuring of faculty requirements to aim for more breadth, for example through the introduction of a breadth requirement including the languages/cultures, humanities, social sciences and science" and that this would lead to more enrolment in German and other language programs. There is the potential that this would alleviate the enrolments in the "big six" departments that "are creaking under the burden of excessive enrolments". The Review Team supports the concept of increasing the requirement for breadth in the undergraduate Arts and Science programs and believes that this would be to the benefit of all programs in the Faculty. GRMN 121, *German Film I: Expressionism in Weimar*, is one way that German could increase its enrollment in first year offerings to undergraduate students in other departments.

### **Admission Requirements**

On this issue, the Senate IAR policy states:

"The admission requirements (preparation and achievement) should be appropriate and effective for the learning objectives of the institution and the program to ensure the appropriate quality of student applicants.

"In no case should admission requirements be lower than the published minimum standards for the University. Indicators of student demand including applications, registrations, projected enrolment levels, and of the quality of students must be considered. Where admission is competitive, actual admission requirements may be higher than the published minimum standards".

The consultants' report is silent on this issue. The Review Team is convinced that the Department satisfies this requirement easily because admission standards are upheld at the undergraduate level by the Faculty of Arts and Science and at the postgraduate level by the School of Graduate Studies and Research.

### **Curriculum**

On Curriculum, the Senate IAR policy states:

"The structure and curriculum of the program should be appropriate for its learning objectives".

Again, the consultants were impressed with the postgraduate curriculum in the Department, saying that "The German graduate programs offer their Canadian as well as their international students a rich and well-designed academic curriculum".

At the undergraduate level, the consultants were concerned that efforts being made to increase enrolment were detrimental to the productivity of the Department because of the







Given the nature of research in the discip

“In addition, in the case of professional programs, their compliance with the regulatory requirements of the profession must be assessed. In assessing student demand it may be necessary to consider the probable availability of positions on graduation, the likelihood of attracting out-of-province or international students, the equity implications of a program, or the possible duplication of the program at other institutions”.

Queen’s mission, as encapsulated in the slogan currently gracing its stationery, is to prepare “leaders and citizens for a global society.” It is hard to see how the University could make a serious claim to fulfilling, or even attempting to fulfill, that mission without having strong programs in the major world languages. German is one of the most important of these languages, in both cultural and commercial terms. It is unlikely that the Department will ever be, in terms of student:faculty ratio, one of the more cost-effective departments at Queen’s—though its cost-effectiveness might, as noted above, be improved if breadth requirements were introduced into the University’s curricula. That the Department takes seriously its responsibilities vis-à-vis the societal context is clear from the broadening, in recent years, of course offerings from the traditional courses in German literature and standard German language to include course in German culture more generally, as well as Business German.

As proof that this department is operating in a “societal context” the Review Team points to their excellent record for placement of graduates and their distinction in having a different focus from other German departments in Ontario.

Here the comments of the consultants are directed towards increasing the number of students enrolled in German. They say, in response to the aim of producing an educated individual, “This we understand to include a reasonable amount of breadth, and here is how the German department can best serve the faculty. The best chance at a broad educational base is in first year. It would be wise for the German department to put greater emphasis on the faculty’s gateway courses, choosing topics, media, the level of difficulty and staffing carefully, to attract larger student numbers in year one. These numbers will not only contribute to the educational breadth of many undergraduate, they may well result in more students becoming German majors as well, and help the Department carry a greater load of general undergraduate teaching at Queen’s.”

The Review Team agrees that the Department needs to concentrate on increasing enrollment and that the requirement for more breadth across the departments in the Faculty of Arts and Science would prove beneficial to all departments.

5. Consider Faculty of Arts and Science language/culture, humanities, social science

*agreed and the course SGS-901\* "Teaching and Learning in Higher Education" is available to graduate students for just this purpose.*

10. Continue to encourage students to

10. More emphasis should be placed on language, German culture, and practical German usage – *agreed. This is a corollary of the point above.*
11. Grading practices should be reviewed from time to time to ensure general consistency within the department and in relation to other departments in the faculty. – *agreed. It is especially important to ensure that students applying for external scholarships are not disadvantaged by professors who consistently give marks below departmental or discipline norms.*
12. Review staffing of lower level language courses by part time instructors and graduate student TFs. – *this is really a suggestion that senior professors take on teaching of introductory German courses. The Review Team does not see this as a good idea. It will take valuable research time away from the senior faculty members, give senior undergraduate students less experienced instructors, and there is no guarantee that it will attract more undergraduates into the program.*
13. Consider a strengthening of the contractual position of the language program coordinator and trainer. – *the consultants appear to be worried that a valuable member of the Department will be lost unless the position is changed from its current status as a term adjunct. There is no tenure-track position available and, if there were, the Department would fill it through a competition. The incumbent would be eligible to compete but, for the time being, the position is properly staffed.*

### **Concluding Remarks**

We conclude with the statement that both the consultants' and review team's view is that it is highly important to maintain the 6-regular-member faculty complement in the department. This is crucial for the maintenance of their graduate program as one of the best in the country. It is also important to see to it that German is not disproportionately drawn upon for extra-departmental administrators.

The Review team commends the Department on doing an excellent job, both on the research front and, with impressive imagination and industry, in broadening the attractiveness of the course offerings and thus making constructive efforts to increase the number of undergraduate students they teach.

Respectfully submitted on behalf of the Review Team,

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Ronald J. Anderson (Chair)