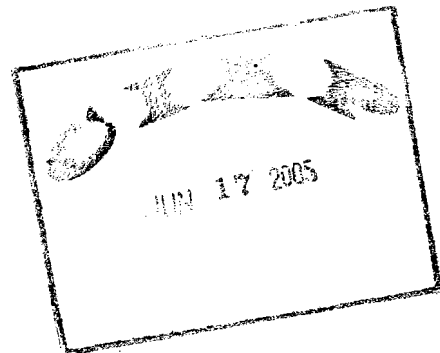




Memorial

University of Newfoundland

Office of the Vice-President (Academic)
and Pro Vice-Chancellor



May 19, 2005

Mr. Peter Ayres
Head, Department of French and Spanish

Dear Mr. Ayres:

The Planning and Budget Committee of Senate considered the action plan that resulted from the Academic Program Review for the Department of French and Spanish at its March 9, 2005 meeting. The PBC wishes to express its appreciation to the Department for its participation in the APR process and for undertaking all the work that this process requires.

The primary purpose of formal academic program reviews is to give units of the University an opportunity to engage in formative self-assessment and to obtain the advantages of commentary and advice from experts from the discipline in question. The role of PBC is to monitor the process and develop a body of knowledge that is useful in making broad strategic recommendations and providing sound budgetary advice to the University. It is not the role of the Committee to determine allocations to individual units, but we can sometimes offer advice or make potentially useful observations.

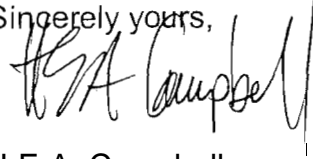
The Committee wishes to express its concern about the circumstances leading to recommendation #1 in the panel report and the Department's response to that recommendation. While the use of a conciliator may not be deemed appropriate by the Department, PBC strongly recommends that a more proactive approach be taken by the Department in examining the alternatives for dealing with this very significant issue.

Having completed the APR process, the Department is now in a good position to take the next logical step and develop a strategic plan. Such a plan should consider the research profile of the Department, the appropriate balance between graduate and undergraduate studies, and how service teaching should be managed. In essence, the Committee is asking what the Department should look like in five years and what actions will be taken to move in that direction.

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I offer my support and that of the Committee as you begin the important work outlined in your action plan. We look forward to seeing your one-year update next March.

Sincerely yours,

A handwritten signature in black ink, appearing to read "H.E.A. Campbell". The signature is written in a cursive style with a large, stylized initial "H" and "C".

H.E.A. Campbell
Vice-President (Academic)

c: Dr. D. Graham, Dean of Arts