

Report on the Women's Studies Program
at
Memorial University of Newfoundland

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Executive Summary

Our major conclusion is that the Women's Studies Program at Memorial University of Newfoundland (MUN) stands at a critical juncture and, unless significant changes are made and made rapidly, the Program will not survive. The situation is urgent. We also conclude that the Program is of high quality. This is an excellent research-based and teaching-intensive program with dedicated faculty, students, and community supporters. Few units can match its combination of service to MUN and to the province of Newfoundland and Labrador.

The current state of crisis is a direct result of structural insufficiencies and demographic trends, combined with a seemingly blithe confidence on the part of some, that Women's Studies can be maintained out of MUN's 'back pocket,' effectively providing a subsidy to other more properly resourced areas. This cannot continue. We recommend that provision now be made to properly house and support a Program that in many ways embodies MUN's promise of scholarship and community responsibility. We believe the will to properly support the Program exists at all levels within the university and the community. It needs now to be properly mustered if Women's Studies is to build on its historic strengths at MUN and to continue to make significant contributions to scholarship, teaching, and community development.

In light of these observations, the following 10 recommendations are made:

Structure and Reporting Relationships

In our view, the shortcomings of the existing structures and reporting mechanisms lie at the heart of the problems facing Women's Studies at MUN. Therefore, our first and most important recommendations relate to this issue.

Recommendation 1: That Women's Studies be made into an independent academic unit with dedicated faculty and staff, and that the unit have input and control over its budget.

Recommendation 2: In the first instance, that this new academic unit be housed within the Faculty of Arts as a separate department. If this is not possible, then that option should be explored with other faculties with interests in the area or a new School of Women's Studies should be created.

Recommendation 3: Assuming that the Women's Studies department is housed in the Faculty of Arts, that the Dean of Arts convene a committee of deans and directors to discuss how formal institutional linkages can be developed across departments, faculties and schools to support the inter-disciplinary nature of Women's Studies.

Faculty Complement

Recommendation 4: That the faculty complement be increased to two (2) full-time positions and four (4) joint appointments in addition to the half time appointment already

in place. These appointments should be a mixture of junior and senior appointments. At least two of the four joint appointments should be outside of the Arts faculty to reflect the trans-university nature of the program. A full faculty complement should be in place within the next 2 to 3 years.

Support Staff

Recommendation 5: That staff be increased to one full time position and an additional half time position (1.5 in total) to support the administrative functions of Women's Studies.

Curriculum

Recommendation 6: Once some additional faculty are in place, that the undergraduate and graduate curriculum be reviewed and redesigned to reflect new developments in the field.

Graduate Supervision

Recommendation 7: Until faculty resources are increased, that no more graduate students be admitted into the Master of Women's Studies program.

Space

Recommendation 8: That space to appropriately support the work of faculty, staff and students be found or developed.

Library

Recommendation 9: As part of the curriculum revision process, that library holdings to support Women's Studies be systematically reviewed, gaps identified, and action taken to increase holdings in these identified areas.

Fund-raising

Recommendation 10: Given the broad-based community support for Women's Studies, that MUN's Development Office work with Women's Studies to develop a fund-raising strategy.

I. Introduction

We start this review with our major conclusion – the Women's Studies Program at Memorial University of Newfoundland (MUN) stands at a critical juncture and, unless significant changes are made and made rapidly, the Program will not survive. The situation is urgent. We also conclude that the Program is of high quality – with excellent faculty, impressive students, and an extraordinary relationship with the province – and that the Program's demise would be a significant loss to MUN.

It is important to explain what we mean by a critical juncture. Clearly universities right across Canada face significant stresses at the present time – severe funding constraints and the puzzle of how to adapt university structures to face the challenges of the new century. One continuing challenge – particularly applicable to this review – is how to structure effectively the relationship of interdisciplinary and discipline-based programs. This problem lies at the core of the dilemmas facing Women's Studies at MUN.

Contributing to the seriousness of the situation is university demographics. Faculty members some 10-15 years into their academic careers 'normally' supply the mainstay of university leadership. However, MUN like the great majority of modern universities has a problem. Ten to fifteen years ago, hiring was minimal and consequently there is a very small pool of people to take on these leadership roles. Across Canada, universities are struggling to find candidates for chairs, headships, deanships, and other positions of authority. Mid-range professors are relatively few in number and already hard pressed to meet the multiple obligations on their time. Younger scholars are working in conditions of much higher research expectations than those of earlier generations and it is not a good investment to overburden them with heavy administrative and supervisory work. Junior faculty may well be pressed or 'guilted' into premature responsibilities but this is extremely dangerous for the long-term good of the university. Since the structuring of Women's Studies at MUN means that contributions, in the majority of cases, can only be considered after commitments to 'regular' departments and faculties are met, a bad situation is further exacerbated. It is quite clear from our conversations with the Women's Studies Council that many members see themselves as caught in just this historical moment.

These two structural questions – the place of interdisciplinarity and the demographics of university hiring – create the crisis for Women's Studies at MUN. The long-time (in fact some quarter of a century) and essentially volunteer nature of much work in Women's Studies is not sustainable even into the immediate future. Unless conditions change, Women's Studies will not survive. This possible scenario is highlighted by the following: first that it has proven extremely difficult to find Program Coordinators over the last few years, and, second, that at the present time no one is able to step forward to serve for next year. Indeed, in all our discussions, while many were very upset at the prospect of losing Women's Studies, no one was prepared to take on additional responsibilities without a significant improvement in conditions. A crisis that has been developing over the last

decade in particular (as senior faculty retired or moved on to other duties) has now come to a head. Despite continuing stress, students, like faculty have hung on hoping that MUN will realize the potential of Women's Studies and act to ensure that it is able to make its full contribution to the university and the community. Even in face of recurring uncertainty about course scheduling, the loss of key courses and faculty, and the near absence of the amenities of space and support that normally sustain student community, a substantial number of students remain in the program – 37 minors and 20 MA students- including a group of very impressive international graduate students who chose MUN because of the outstanding reputation of Women's Studies. Comparative figures for Women's Studies, Economics, and Classics vividly convey the anomalous 'fit' between responsibilities and resources.

	Women's Studies	Economics	Classics
Majors and Minors	37	54	39
MA students	20	6	1
FTE	0.5	10	4

In face of this 'lack of fit,' between numbers of students and dedicated faculty in the Women's Studies Program, the loyalty and enthusiasm of students, as of faculty and staff, appear all the more extraordinary. The solution to the present crisis in Women's Studies requires bringing contributions and resources into an appropriate balance.

II. The Contribution of Women's Studies to Memorial University of Newfoundland

Before making recommendations for action, it is important to bear in mind the significance of Women's Studies to MUN and Newfoundland.

1. Building Community within MUN

Women's Studies has developed a broad horizontal network that goes right across the University. This network is centered around the Women's Studies Council but goes well beyond this to include a diverse representation of faculty, students, staff, and community who attend events and participate in discussions initiated in the Program. In the course of our meetings, we were very impressed by the involvement of so many people who did not teach in Women's Studies and who did not expect to be teaching in Women's Studies in the immediate future, due to departmental responsibilities. Nonetheless they felt – and expressed eloquently – that the connection with the Women's Studies Program helped make university life more vibrant and worthwhile. Many spoke movingly of the value of Women's Studies in initiating and supporting trans-university contacts, mentoring, collegiality, emotional support, intellectual stimulation and research networks. Many

cited Women's Studies as supplying their most positive experiences at MUN, especially in a climate of limited resources that at times strained collegiality.

The networking within the Women's Studies Council is especially impressive as it infuses MUN as a whole. In the course of only two days, we met people from Education, Community Health, Human Kinetics and Recreation, Nursing, Social Work and Science, many of whom have ensured the survival of Women's Studies to this point. This extensive web of connections is just what modern universities are increasingly expected to develop, as proclamations from all the national funding councils have made abundantly clear. Women's Studies offers MUN an organic expression of just the type of academic evolution that is now being hailed as the cornerstone of the modern research-intensive and teaching-friendly university.

In the next decade or so as universities everywhere move into a new phase of recruitment, MUN will find it invaluable to build on what has been done so well. Women's Studies offers an important model for integrating and nourishing new faculty as they set about their teaching and research careers. This will be all the more important for young women faculty, whose numbers will be increasing and who have not always found conventional departments to be supportive either intellectually or otherwise.

The horizontal integration that Women's Studies has so successfully fostered can continue to make a major contribution to the development and retention of new faculty at MUN. The social and intellectual network that has developed around the Women's Studies Council constitutes an impressive resource in terms of building multiple spaces for faculty to build the connections that will make their careers at MUN productive and personally rewarding.

This service is not limited to new faculty. By sustaining connections between junior and senior members of the academic community, Women's Studies can do much to sustain and reinvigorate research and teaching among continuing faculty. Excitement and enthusiasm, as well as more concrete exchanges of intellectual and academic capital, ultimately infuse the entire university.

2. Women's Studies and Links to the Community

As its mission statement suggests, MUN is deeply committed to playing a vital role in Newfoundland and Canada. As the Strategic Framework document concludes, "future success" depends "on renewing and sustaining a proud record of community service." In a 10 March 2005 interview in the *Gazette*, Memorial's president spoke of the "commitment to excellence, creativity, community and friendship." MUN relies on thriving external relations in order to achieve these goals. And just as Women's Studies has been essential to developing internal cohesion, it has from its beginnings provided an essential interface with the wider community of Newfoundland and Labrador and beyond.

We met with a large and lively group of community representatives and received a substantial number of detailed and supportive submissions. We were highly impressed by the variety of links described, high levels of support (unmatched we would suggest by any other academic unit in ARTS) and the wide variety of community representatives – from the federal government, the provincial government, and front-line agencies to several civil society organizations. What most impressed us was the clarity with which they spoke about the major contributions of the Women's Studies Program - notably critical thinking and high quality research. Community concern about the fate of Women's Studies testified to the multiple significant contributions that a good university can make to its community. It was also very clear that Women's Studies graduates were now placed in a wide range of employments that put them into important policy and service positions that continue to build community capacity. The importance of these links was nicely captured in the written comments of the Director of Public Prosecutions for the Government of Newfoundland and Labrador, Thomas G. Mills: "I just wanted to pass on my comments on how incredibly useful Women Studies has been to me in the work as the head of prosecutions for the province. I have attended seminars on several occasions and found it each time to be very beneficial. It would be a smart move to increase the resources."

Women's Studies' links to the community are not just unintended, albeit happy, consequences of program activity. Quite the contrary. They form an integral part of the Program's philosophy and sense of mission. Community responsibilities have been thought about, organized and emerged as the subject of much research over the entire 25 years of Women's Studies. The Program has been an enthusiastic and successful proponent and practitioner in MUN's mission to serve its community. That contribution is concrete and highly visible to those outside Memorial. Indeed, community representatives from both the state and non-profit sector were unanimous in appreciating the benefits they had received. The value of Women's Studies' well-deserved reputation as a good citizen for the University seems abundantly clear. It is also evident that the Newfoundland community is counting on MUN to ensure that Women's Studies be able to continue its contributions.

3. Research Contribution

Because Women's Studies does not possess an effective structure within MUN for reporting and rewarding faculty contributions, the research and publications of the diverse scholars who consider themselves sustained by the Program are rarely seen as a meaningful collectivity. However, once attention is drawn to the common enterprise – as with the collection of CVs and the description of research of the Women's Studies Council members included in the Women's Studies Self-Study document – a clear picture of a collective enterprise emerges. Here is a record of research funding, research projects, leadership in professional societies, key roles in scholarly journals, and a wide variety of publications – books, peer-reviewed articles, book chapters, research reports, conference proceedings, etc. – of which any large department might well be extremely proud. The Women's Studies Council includes both very productive senior scholars and others just

embarking on promising careers. A wide variety of research areas are represented (Appendix O, Self-Study document) but particular concentrations of overall strength also emerge. 'Women and communities' supply one obvious focus – with work, health and social justice constituting three major sub-themes engaging a significant group of researchers and producing an extensive record of productivity. More particularly, the community concentration has shown a strong proclivity for research and action-research in resource communities, most notably in Newfoundland and Labrador, the North Atlantic, and the developing world more generally. Indeed MUN's Women's Studies-based research on fisheries, marginal communities, and health and labour conditions constitutes a major regional contribution to our understanding of the Canadian experience. Other research areas also link clusters of research – notably learning environments, masculinities, women and international development – that suggest the benefits of the synergies that Women's Studies contributes to MUN. Particularly well-known for its work on gender and communities, MUN has been well-situated to recruit a significant cadre of national and international students to Women's Studies.

We have outlined in detail the critical contributions of Women's Studies BECAUSE, despite their importance, they too often appear to be largely invisible within the academy as it has been traditionally organized. We fear that if matters continue as they have it will be a case of not knowing what's lost until it is gone. We also wish to emphasize that, although MUN Women's Studies shares much with other programs and departments across Canada, it is also highly distinctive. Its extensive and well-appreciated ties to broader community single out MUN as do the particulars of its research priorities. The ability of the Program to combine high quality, well-regarded scholarly research with an enduring commitment to social action and research makes it the envy of many.

III. Remedies

In the course of two days, we heard a variety of solutions presented by staff, students, faculty, and members of the senior administration. We were impressed by thoughtfulness and dedication revealed in many observations made during our visit. We also heard later from the Dean of Arts whom two of us were unable to meet with personally due to a combination of unavoidable circumstances. We were pleased to learn of his determination to support the revitalization of the Program and of practical proposals for making this possible. After reflecting on all we have heard and received, we believe that our recommendations reflect the spirit of these communications, both what is desired and what is possible at MUN in the next few years.

1. Structure and Reporting

The location of Women's Studies departments and programs, like that of other interdisciplinary units, varies tremendously across North America. Although universities now have many decades' experience with inter/trans disciplinary/multi faculty teaching and research, they are still experimenting with appropriate organization and reporting mechanisms. The shortcomings of the existing structures and reporting mechanisms are

frequently readily apparent. We believe they lie very much at the heart of the problems facing Women's Studies at MUN. Without their solution, we believe that it will be impossible for MUN to move ahead in a field of rapidly expanding significance and to take the national leadership which its faculty research and teaching profile suggests is well within its reach. Accordingly, we have concentrated on recommending structural and reporting changes. Without these, we do not believe that it is possible for Women's Studies to thrive or even survive at MUN. We note further that many other changes may also be required but that nothing can be seriously contemplated until the fundamental structural and reporting problems are addressed and solved.

Women's Studies at MUN was established within ARTS but has always reached into other faculties and schools, notably Education, Nursing, Medicine, Human Kinetics, and Science. These relationships rarely stemmed from formalized institutional linkages. For the most part, they sprang from a variety of scholarly, teaching, and community networks. They depended overwhelmingly on individual rather than institutional initiative. The Women's Studies Program was highly unusual in drawing on university- and community-wide good will and human resources to create first an undergraduate and then a graduate program.

One of the clear directions in contemporary Women's Studies is the growing activity right across the university, spreading well beyond early roots in the arts and social sciences to include the health sciences, engineering, education, social work, law, science, sport and physical activity, and management and business. This has been institutionalized across Canada in a variety of ways, from Endowed Chairs in Women and Engineering funded by NSERC, Centres of Excellence in Women's Health funded by Health Canada and Chairs in Women's Health funded by the Ontario Government to more autonomous developments within Women's Studies programs and departments themselves. At UBC for example, the ARTs Women's Studies Program has joint appointments with both Education and Community and Regional Planning and has continuing funding from the Office of the Vice-president Academic to mount courses in a variety of non-ARTs areas, notably Law, Education, Nursing, Computer Science, and Agricultural Science. The UBC graduate program in Women's Studies is lodged in the Centre for Research in Women's Studies and Gender Relations in the Faculty of Graduate Studies, rather than in ARTs, to better reflect broad-ranging faculty involvement, research expertise, and student recruitment. Elsewhere in North America, we see similar patterns of broadening faculty links and diversifying course selections.

This natural expansion is prompting rethinking of conventional disciplinary and faculty relations and structures, including the provision of incentives to support elaborated interdisciplinary exchanges among faculties. Elsewhere, as at MUN, Women's Studies has long drawn on feminist scholarship and teaching that flourishes across the academy. While these sites may be diverse, as at Memorial, they tend to connect through Women's Studies programs. This networking has brought new resources to MUN ARTs and indeed it is quite clear that the Faculty has depended on the voluntary contributions of other schools and faculties to supply a variety of resources, including Coordinators, for the

Women's Studies Program. This largely unrecognized subsidy can no longer be sustained.

The rethinking of structures is urgent because faculty members outside of ARTs are no longer able to compensate for the structural weaknesses of the Program. At present their schools and faculties have no incentive to continue to allow their scholars to participate in an ARTs-based program. While individuals have made personal commitments, their schools and faculties need now to be formally acknowledged as partners in the university-wide Women's Studies enterprise. Only this will ensure the stable, broad-based university participation that is required by a Program that has pioneered in networking well beyond its original home in the ARTS faculty.

Unlike conventional disciplines that have depended on top-down initiatives and support to guarantee a place and students, Women's Studies has emerged as a natural expression of widespread, albeit dispersed, desires and needs within the academic and the wider community to address significant theoretical and practical problems of our age. Over some quarter of a century, MUN grew accustomed to relying on initiative and support for an important program emerging relatively spontaneously and inexpensively. In some sense, it can be argued that frugality with respect to Women's Studies further subsidized more conventional areas of the academy. In particular, MUN has relied on women faculty and feminist faculty more generally to keep Women's Studies active, engaged, and growing.

Lodged formally within ARTs but working well beyond its boundaries, the Women's Studies Program nevertheless reports directly to the Dean of Arts and has never managed an independent budget. It appears to have depended largely on some combination of institutional good will, ignorance, and indifference. Maintenance of the program has depended upon a generation of founders who now have reached or are approaching the end of their careers at MUN. The Women's Studies Council with its broad-ranging active constituency of active feminist scholars has demonstrated the breadth and depth of commitment at MUN and long proved good grooming ground for future leadership. Unfortunately, that talent can no longer be properly employed in the context of the essentially makeshift and archaic structural supports for Women's Studies. The present difficulty in finding a Program Coordinator captures the essential dilemma. No one is willing to take on a job that MUN has taken for granted as the largely voluntary responsibility of women faculty.

Women's Studies needs to enter a further stage of institutional development that more accurately reflects the nature and needs of the largest interdisciplinary area in ARTs and one of the largest in the university as a whole (in terms of undergraduate and graduate numbers). Increasingly in both the United States and in Canada, student numbers and the complexity of its operations within and without the university distinguish Women's Studies from other interdisciplinary programs. It is now most appropriately positioned as an academic department with independent staffing and control over its budget. However, it is also unlike mainline ARTS departments in its critical connections to other MUN

faculties and schools. These connections need formal recognition and institutional support. Accordingly we asked how these essential trans-faculty connections could be appropriately acknowledged.

Two possibilities arise. On the one hand, ARTs as the historic home of Women's Studies can choose to take the initiative. On the other, it can allow interdisciplinary leadership at MUN to fall to another faculty or school with greater interest in inter/transdisciplinary and community teaching and scholarship.

We believe that the Faculty of Arts, the historic heart of great universities, is well able and, it has been suggested, very willing to assume a key role in the evolution of interdisciplinarity at MUN. We strongly recommend that the Dean of Arts call together a committee of deans and directors to forge a truly collaborative interdisciplinary department with formal connections to other units in the university. This can be accomplished in a variety of ways but two approaches or some combination of both stand out.

1.1 Institutional Models

A. Faculty-based Women's Studies

Women's Studies would be constituted as a unit housed in the first instance in ARTS but with institutionally recognized connections to other locations in the university. The base in ARTs would be confirmed by a minimum of two full appointments and by joint appointments. Joint appointments are the logical extension of long-term relations. Some would occur between Women's Studies and ARTS departments but others would reach outside the Faculty. Long-time supporters, such as the Faculty of Education, with its own extensive research and teaching interests in Women's Studies, might contribute one-half a position while Community Health and the School of Nursing might see one-third of a position as appropriate. Science might return to its support for one half a position. Other schools and faculties such as Business also have a role to play. Details can be worked out as appropriate and might well vary over time. Such commitments would better reflect the university-wide nature of the involvement in Women's Studies.

The head of the new department, who might be drawn from any of the contributing schools and faculties, would report to ARTs as the initiating Faculty and assume a place at the meetings of ARTs heads. It had been suggested that this reporting might be done through an Associate Dean responsible for interdisciplinary studies in ARTs, however we do not think this is likely to be effective in establishing Women's Studies as 'one among equals' in discussions with ARTS department heads. We understand there may be some difficult politics in distinguishing Women's Studies from other interdisciplinary programs but we have already suggested that it is significantly distinctive from other interdisciplinary fields thus far developed. (It may well be of course that other interdisciplinary programs will also emerge from the 'area studies proving ground' in ARTS). We believe there should also be some mechanism, in the form perhaps of a

consultative committee from the larger deans' and directors' group to which the Head of Women's Studies and the Dean of Arts could report on a semi-annual basis. That committee would be responsible for ensuring the appropriate Tenure and Promotion Procedures be established for joint appointments in particular.

This approach would institutionalize the interconnectivity that has long characterized Women's Studies at MUN and clearly serve the goal of interdisciplinary teaching and scholarship. It may well prove a model for other interdisciplinary initiatives that may originate with ARTs or indeed within any MUN unit that is able to traverse disciplinary/faculty boundaries.

While we suggest strongly that the initiative be captained by ARTs as the long-time home of Women's Studies, we recognize that many constituencies have an on-going interest in the healthy development of the field. If ARTs proved unable to assume interdisciplinary leadership, which we believe would be unfortunate, the opportunity should be made available to other units which would then employ a similar model but one with a home base in their unit.

B. Independent School of Women's Studies

The alternative is for a School of Women's Studies to stand outside of existing faculties and schools. The Director would report directly to either the Associate VP Academic, much as does the Director of the Division of Lifelong Learning, or to the VP Academic, as does the Director of the Marine Institute. The School would be given an independent budget and would negotiate with other units for joint appointments and have its own full appointments.

All of these models acknowledge the centrality of Women's Studies to the goals of MUN. All require university-wide commitment, not limited to any single faculty or school. Accordingly, we recommend that the VP Academic pledge sufficient resources to sustain a truly interdisciplinary program that bridges and connects MUN's diverse institutional communities. Whether the initiative is sponsored by ARTs, another faculty or school, or whether Women's Studies emerges as a distinct School, resources properly come from MUN as a whole.

IV. A Few Words on Matters to Be Addressed Upon the Reorganization of Women's Studies

1. Faculty

The present reliance on one-half time position and assorted short-time positions is clearly insufficient when you consider the numbers of Minors and Graduate Students. We suspect that these numbers would be far higher but for disappearance of key faculty

members and the impossibility of systematic course planning over the last few years. If we take as the appropriate standard of tasks and resources, departments such as Economics and Classics at MUN, then Women's Studies clearly merits a major infusion of resources to maintain an extensive, complex, and valuable set of activities that are clearly poised for significant growth.

We heard of concerns about faculty based solely in Women's Studies. We understand that these stem, in large part, from the experience of a Women's Studies appointment in the early 1990s. Indeed that appointment of a junior untenured scholar as both the only member of the Program and its Coordinator is widely cited across Canada as a mistake. It is clearly not only unfair but institutionally unsound to place a new faculty person in the position of managing and negotiating complex inter- and intra-faculty relations. It proved, quite predictably, a recipe for disaster.

Currently, the only faculty member appointed to the Women's Studies Program is shared with Sociology. That situation too seems to us to have been badly conceived. Despite the fact that this appointment is obviously more crucial to Women's Studies than to Sociology, Women's Studies was allowed only to advise Sociology of its interest in various candidates for the position. Women's Studies was not represented on the selection committee nor did it have an opportunity to vote on the choice of candidates. Happily, the choice of appointment has served Women's Studies well. However, the procedures have placed the faculty member in a position where her career is much more structurally connected to Sociology while fully half her duties are owed to Women's Studies. This is all the worse when procedures for ensuring that the contributions of joint appointments to both areas do not appear properly communicated or understood. We believe as well that it is always bad policy to place relatively junior scholars in positions where reporting and responsibilities may well try the patience of a senior person. Accordingly, we recommend that a mixture of junior and more senior appointments be made within a short period of time.

Given comparisons with other units and with the evolution of Women's Studies programs in North America, we believe that the responsibilities of Women's Studies at MUM merit at least two full positions and four joint appointments in addition to the half appointment already in place. At least two of the joint appointments should be made outside of ARTs to reflect the trans-university nature of the program. The choice of disciplines, faculties, and areas of interest should reflect the historic strengths of the program – Sociology, Folklore, Education, Community Health, Nursing, etc. – and its longstanding lacunae – Economics, Political Science, Psychology, etc. We do not believe we are in a position to make specific recommendations but we urge MUN to make appointments that would appropriately 'round out' teaching and research strengths in Women's Studies.

We also believe that these appointments should be made in the very near future and in any case that a full complement be put in place within two to three years. This infusion is

essential if morale is to be substantially improved and if the dedicated work that is necessary is to be accomplished.

2. Budget

Women's Studies cannot operate efficiently without control of its own budget and responsibility for its own faculty lines. The budget should be the equivalent to departments with comparable graduate, undergraduate, research, and community responsibilities. While full-time faculty positions mean that the present over-whelming reliance on sessional appointments will no longer be necessary, some short-term appointments will always be appropriate, as in other departments. Funds will also be necessary to pay for faculty members outside of the Women's Studies complement to take on teaching duties as part of load. The budget should also cover the costs typical of other departments (i.e., instructional media, office expenses and training, professional development, and computers).

3. Staffing

One staff person who is able to devote only part of her time to Women's Studies is wildly out of line with staff numbers allocated to other units. Given the diverse responsibilities of Women's Studies, we believe that this should be increased substantially in concert with the increase in the faculty complement. One and one-half time positions seem a minimum requirement.

4. Curriculum

We were impressed by the enthusiasm and knowledge of the students and by comments from community representatives who stressed the knowledge and skills in critical thinking that were taught in Women's Studies but we could not examine the undergraduate or graduate curriculum in any detail. We were concerned however that no resources (especially of faculty time) are available to guarantee that the curriculum evolves to reflect the development of the field and shifts in the nature of demand and need from within MUN and from Atlantic Canada more generally. For example, we noted considerable enthusiasm, much like that elsewhere in North America, for attention to areas such as 'gender studies,' 'sexualities studies,' and 'masculinities studies,' all of which supply an appropriate extension of the existing mandate but are yet to be systematically evaluated within the MUN context. Among the first tasks of a new faculty complement should be a consideration of a redesign in the curriculum to reflect the situation in the 21st century.

5. Graduate Supervision

Faculty and graduate students repeatedly told us that supervision while adequate and often superior was under enormous pressure. Students in particular were extremely

sensitive to the multiple demands facing potential supervisors. It has proved impossible in a number of cases to provide students with two faculty supervisors that are generally required for the thesis option. All of this worried us a good deal. Accordingly, until faculty resources are increased, we recommend that no more graduate students be admitted.

6. Space

Faculty need meeting space; so do students. Both have fostered community despite the absence of more than minimal space to work and to socialize. The sole seminar room is under heavy pressure. The Coordinator's office is often used for meetings. The graduate office is cramped and insufficient and undergraduates have no dedicated space. All this should be addressed in the near future.

7. Library

The report on library holdings in the Self Study Document suggest that more needs to be done in terms of journals and specific areas (notably 'women and development'). Once Women's Studies is reorganized, we suggest that a systematic review of library holdings with regard to a revised curriculum be undertaken and acted upon.

8. Fund-raising

Funding-raising is increasingly important in modern universities. At its best, it provides additional resources to supplement research, programming, and student bursaries and scholarships. We recommend that MUN work with the Women's Studies community to develop a fund-raising strategy.

V. Conclusion

In closing, we would like to emphasize the contribution and the potential of Women's Studies at Memorial. This is an excellent research-based and teaching-intensive program with dedicated faculty, students, and community supporters. Few units can match its combination of service to MUN and to the province of Newfoundland and Labrador. It is nevertheless presently in a state of considerable crisis. This crisis is a direct result of structural insufficiencies and demographic trends, combined with a seemingly blithe confidence on the part of some, that Women's Studies can be maintained out of MUN's 'back pocket,' effectively providing a subsidy to other more properly resourced areas. This cannot continue. The Program will not survive. This would be a tremendous disservice to the university and the wider community. We recommend that provision now be made to properly house and support a Program that in many ways embodies MUN's promise of scholarship and community responsibility. We believe the will to properly support the Program exists at all levels within the university and the community. It needs now to be properly mustered if Women's Studies is to build on its historic strengths at

MUN and to continue to make significant contributions to scholarship, teaching, and community development.