

Department of Women's Studies
Faculty of Arts and Social Sciences, SFU
Three -Year Plan: 2009/10 to 2012/13

Highlights

Innovative Leadership

- Building on its record for leadership as the first program in Canada established in 1985, the WS Department will propose to Senate in the Fall of 2009 to change its name to the more inclusive Gender, Sexuality and Women's Studies, becoming the first such program in Canada to do so. The next three years will consolidate growth and extend these areas in the undergraduate curriculum.
- GSWS is unlikely to experience significant competition for undergraduate enrolments in these areas in BC, suggesting an important window for curriculum and program innovation, and distinctive positioning for the university.
- The name change implies continuing the redesign of introductory courses and development of the sexuality curriculum stream, consolidating and extending existing strengths with associate faculty who already offer relevant courses.
- GSWS has already shown significant track record in launching four new courses in past three years, with three new course proposals pending (Sex in the City, Women in Policy, and RWW Advanced Seminar) after dropping five.
- Its recent External Review lauds the Department as among the most "impressive" and productive of research faculty, consistent with three of SFU's strategic research themes: Health, Economic Organization; Policy; Culture, Society and Human Behavior.

Dynamic Enrollment Strategies

- WS introduced a Gender Studies minor in 2003 and grew headcount by 27% (in previous 3 years).
- The Department proposes to grow total undergraduate enrollments in the next three years by 20% from a target headcount from 896 in 2008/9 to 1100;
- We propose to work with Dean of FASS and 7 partner departments in cooperative ways to count joint course enrollments and explore joint minors
- We propose to work with Co-Op and Community Organizations to develop co-op enrollments.
- To meet competition from the addition of two more Ontario universities to five already offering doctoral programs, we will initiate and complete a review of the graduate program.

Core Faculty Development

- Attrition through past or pending retirement, in the view of the external reviewers has caused the Department to reach the point of unsustainability.
- Accordingly, WS will work with the Dean to stabilize the funding for the RWWP position, and seek two AP-4 positions proposed in years two and three of the plan:
 - In Policy and Feminist theory; and
 - Gender and Sexualities—to consolidate the sexuality curriculum reform, contribute to grad supervision and advance research.

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1. Current Status

1.1. Current Strengths and Foci

To quote our 2009 External Review, Women's Studies at SFU "was one of the earliest programmes to develop Women's Studies as an intellectual discipline in Canada, or, indeed, in the world...It is one of the leading Women's Studies departments with a continuing high reputation for teaching, publications, multi-disciplinary major research projects, contributions to theoretical discussions about the future of the discipline, and leadership in feminist scholarly associations and publications."

As the Review also detailed: "Women's Studies incorporates at least two major focuses:

- i) a focus on women and women's experiences in a variety of locations, and
- ii) investigations into the historical and contemporary social/political/cultural/personal construction of social identities... a focus that necessarily includes work on gender, sexuality, race and ethnicity, disability, class, and age, among others....

At its 'core,' the discipline of Women's Studies self-reflexively articulates a set of overlapping questions, debates, concerns, and issues, asking questions about the knowledge produced in these other intellectual and institutional sites and investigating what is at stake in this knowledge production."

The WS Department has a long-standing commitment to feminist interdisciplinary and multidisciplinary practice. WS faculty members teach courses combining the methods of several disciplines through the lenses of feminist scholarship. The Department offers nine joint majors with departments in the Arts and Social Sciences and cross-lists or designates courses in cognate disciplines. Our faculty members are trained in fully six disciplines in the Humanities, Social Sciences, and Arts, and our twelve Associate Faculty members are in nine departments.

The External Reviewers recognized the Department is innovative within the discipline and responsive to initiatives in the University. We recently added a Gender Studies Minor (and four new courses) and a PhD program (and new graduate course). The PhD is one of only five PhD programs in WS across Canada, though two others are pending in Ontario. Enrollment has shown marked growth in both programs (some 27% in the past three years) but has been limited (to 90 in GS and 9 in the PhD program) by our small faculty complement and TA budget. We adopted W, Q, and B courses (and dismantled our system of streams for majors) and designated five courses for breadth. We also redesigned our brochures and website to appeal to high school students. Our total annual enrollment rose from 684 students in 2001-2 to 896 in 2008-9 and most recent figures indicate a steady progression upward.

Finally, the Department has for over twenty years been the home of the Ruth Wynn Woodward Endowed Chair in Women's Studies, one of only five such chairs across Canada. We have appointed fourteen outstanding scholars and activists, each of whom has mounted a conference or other outreach event. The RWW Chair funds a visiting speakers series that sends scholars here to communities throughout the province and the Yukon Territories.

1.2. Current Programs

The WS department offers several degree programs: a major, minor, a Gender Studies minor, a Masters and a PhD program, as well as nine joint majors to meet the varied needs of students. In the past few years, we have eliminated the stream system, reduced the number of required courses, and have just cut prerequisites to make these programs more attractive to students and provide more entry points. We run two introductory courses apiece on campus and on-line, one twice and the other three times per academic year, as well as an array of undergraduate courses at the second, third, and fourth year levels. On average, we run 27.5 courses annually, in the fall, spring and summer semesters, to facilitate timely progress through the degrees.

Introductory courses (WS 101, WS 102 and GDST 200) draw between 90-100 students, who are then subdivided into tutorials of 15-18 students, run by graduate students. Other WS courses are taught as a combination of small lectures with tutorials, or as seminars. Students take two hours of lectures and one hour of tutorial per week in the lower division courses and four hours of class time in upper division. Until the new scheduling policy was implemented, we scheduled all the hours in an upper division course on the same day to permit students who worked and/or had children to take courses.

At the graduate level, the MA program, initially restricted to preparing theses, had extended essays and course-based options added in 2000. The Department only offers two stand-alone graduate courses: WS 800-5: Methodology in Women's Studies Research, and WS 822-5: Graduate Seminar in Feminist Theory. Other courses--graduate add-ons to upper-level undergraduate courses and reading courses—have all been done on overload. We encourage students to take graduate courses in other departments at SFU, or at other universities in British Columbia through the Western Deans' Agreement. We have limited the number of these outside courses to no more than two per student. From 1985 to 2008, 82 students graduated with their MA degrees.

Three years after the inception of the PhD program in 2004, with the input from the first three classes of PhD students, WS made eighteen minor changes to the graduate program. So far, one candidate received her PhD and got a choice tenure-track job in another WS program in Canada. Five of the remaining candidates have completed their comprehensive examinations and three have defended their dissertation proposals.

All of our graduate students attend conferences, present papers, and most have published articles. Their self-designed and self-interpreted survey for the recent external review

was very positive about “Women’s Studies as a vital space for addressing women’s experiences and promoting gender equality. Its interdisciplinary nature provides a supportive and challenging environment”

We note that while the number of students who take our courses has fluctuated, the level of enrolment in WS courses overall has steadily risen to 896 in 2008-9 (the most recent data available). Increases are due to the scheduling of larger introductory classes, including GDST 200, and the conversion of second and third year seminars into larger, European-style lecture style classes.

1.3. Current Research

WS faculty members continue their tradition of active leadership in the WS field and participation within their respective disciplines. Senior faculty have trusted and long reputations for shaping the fields of women’s and gender studies, film and cultural studies, women’s health and science studies, and labour and social policies studies. Junior faculty, including a new addition Helen Leung who has won a Dean’s medal since our last review, have added strength in the areas of film and cultural studies, gender studies and women’s history.

WS certainly represents the spirit of the Strategic Research Plan’s dedication to research intensity, interdisciplinarity, and training students in exemplary manner. Its research, both individual and collaborative, corresponds to three of the Plan’s research themes: Health, Economic Organization; Public Policy; and Culture, Society and Human Behaviour.

Our department has three senior scholars working in inter-related areas of health, economic, and social policy. Canada Research Chair Cindy Patton is internationally recognized for her work on health, especially gender and HIV, and health service delivery. Prof. Marjorie Cohen is internationally renowned in the area of policy studies in the areas of Canadian economic, labour, energy and social policy; Prof. Habiba Zaman is widely regarded for her research on immigrant women, especially Asian women’s place in the global economy. These senior faculty members are widely sought after by media, government, and non-profit groups for their expertise.

We have two senior faculty and two junior faculty clustered in the area of historical and cultural studies. Professor Mary Lynn Stewart, Fellow of the Royal Society of Canada, is a highly regarded researcher in the field of French women’s history; Associate Professor Jacqueline Levitin is working on a film about impoverished women in the Downtown Eastside; Assistant Professor Lara Campbell is a major new scholar in the history of Canadian welfare; and Associate Professor Helen Leung has just published a book on representations of Hong Kong, especially of queer and translocal sensibilities.

In the past six years, our faculty as a whole have been highly successful at winning grant competitions, including one SSHRC Multiple Collaborative Research Initiative; one CURA; two SSHRC Conference; three SSHRC strategic grants related to homelessness; two grants from CIHR related to health disparities and knowledge translation, two grants

from Michael Smith Foundation for Health Research related to health disparities and knowledge translation, not to mention three SSHRC standard grants and one SSHRC Research Development Initiative Grant. All of these employed and trained graduate students from SFU.

According to our recent External Review, “By both qualitative and quantitative measures...the Department’s aggregate output is very impressive. ... since the last external review in 2002, the eight core members of the faculty have authored or created an inspiring combined total of 187 books, peer reviewed articles, book chapters, edited collections, book reviews and short contributions, reports, monographs, and films.... “On the qualitative side, the research output of the Department appears in leading university presses, ... Women’s Studies journals and prestigious journals from other disciplines.”

1.4. Resources

To begin, again, with our recent External Review: “Women’s Studies at Simon Fraser University finds itself at a critical juncture. In our view, its diminishing resources (mostly as a result of recent and continuing loss of faculty) have reached the point of unsustainability. In recent years, the administration has made many, sometimes contradictory, demands on the Department, such as giving priority to both higher enrollments and an enhanced research programme. Like other small departments, Women's Studies has suffered disproportionately from both larger proportional losses of resources and from ...the various statistical evaluations that use methods that inevitably under-represent the Department’s efforts and achievements. In our view, the Department has systematically endeavored to achieve the targets set by the administration in all areas— enrollments, grants, publications, and so on. The Women's Studies Department at Simon Fraser has the potential to continue to grow and remain one of the leading Women's Studies departments in the country. Further, it has the potential to respond to the current crisis with innovative and sustainable initiatives. But, in order to do this, it must receive immediate and continuing support from the administration, including, but not limited to faculty renewal.”

Unlike many such Department’s across the country, WS now has *four* faculty appointed full-time in the department. As well, in addition to the annual the Ruth Wynn Woodward Endowed Professor, there are three cross-appointments (two are half time and one is .375) and twelve associated-faculty. One of our long-term core faculty members, Marilyn MacDonald, has just retired, which means a loss of five courses a year, including the Q course required of all majors. More recently, we have received a three-year secondment to serve as Chair, but we have learned that the Faculty cannot provide a CFL matched grant for the RWWP for the next budget year, which, if it persists, will mean that we will be unable to afford the stellar appointments we have made in the past. It also means we will have to reduce or remove sponsorship of the annual conferences that have made the program well known regionally, nationally, and internationally on the occasion of the 25th anniversary of its inception. Unfortunately, this will also reduce the number of research assistantships available to our graduate students. We are deeply concerned about the breach of the intent and historical practice of matched SFU funding of the RWWP chair,

at a time when the Woodward's family is again in the news with the move of the School for Contemporary Arts into the Woodward's Development. Over time, prudent Departmental management of the endowed portion has proved to significantly cross-subsidize the Department, as may be seen most recently in its use to independently fund a CLA hire for leave replacements. That is no longer possible. The impact of the elimination of the earmarked Ap4 CFL for the RWWP is doubly compounded with lower interest rates for the endowment. In the short run, this will mean less prestigious appointments and the reduction or dismantling of several outreach programs required by the terms of reference. We are committed to working with the Dean to find ways to stabilize the financial basis for RWWP chair and grow the Endowment over the next three years to restore it to its former prestige level. In particular, we are planning a 25 year RWWP Retrospective for the 2011 academic year inviting back all living RWWP Chairs as the RWWP event/conference.

In summary, the retirement of three full time continuing senior members (two between 2001 and 2004 and another in 2009) who were not replaced, together with a retraction of the AP-4 for the RWWP, have been offset by only by one full-time hire last authorized in 2004 and one senior three-year secondment. Meanwhile, the Department faces the possible additional departure of 1.5-2.0 senior faculty members at or beyond the "normal retirement age" at a time when the Administration informs us that there will be no automatic replacements for retirees.

Accordingly, in the spring of 2009, the Department requested the following positions: a specialist in policy with a capacity to teach feminist theories, and a specialist in gender with a capacity to develop courses in the area of sexualities. While our initial request was for the mid-career level, it changed to any level to enable the Department to cluster teaching and research capacity and assist in future enrollment growth. We are now hoping to stage hires for 2011 and 2012.

1.5 Strategic Influences

With the absence of women's studies in many European universities (and especially the French), and the migration of women's studies into cultural studies in the UK, Canadian universities have an opportunity to position uniquely in North America, given the distinctive history of a balance of group differentiated and individual rights in the Constitution Act. Public attention to women and gender is rising. The recent increase of international and intercultural dialogue over gender, Muslim identity and religion in various countries like Afghanistan and others was witnessed most recently by the controversy over the Sudanese female reporter who was jailed and flogged for wearing pants. While not in anyway atypical but nonetheless stereotypical, such stories heighten public attention on gender and international human rights, now finding new expression in Canadian foreign policy. Our Department has noticed an increase in requests for gender-sensitive training of delegations from other countries like Indonesia and China from CIDA and Federation of Canadian Municipalities and other agencies in the past year. Indeed, two Ontario universities have also identified an increase in demand and are now

launching new PhD programs (at a time when SFU had to suspend its graduate admissions in 2009 due to lack of capacity). At the same time, the contingent—and precarious— structure of many of our competitive programs at other colleges and universities (which are often little more than a compilation of a few courses) means that SFU's WS Department continues to have a head start advantage in this area. Furthermore, the prognosis of competition over enrolments in the next three years is good, for it is our belief we are unlikely to experience much competition from other newly minted colleges and universities in BC (with the possible exception of Capilano College). Theoretically, WS has been active in the debates over redefining its strategic response to post-colonial/race/lesbian/queer or transsexual political identity movements. Acting on this, and the recommendation supported by the External Reviewers to integrate the women's studies and gender studies programs more effectively, on August 19, 2009, the Department voted overwhelmingly in favour of changing its name to *Gender, Sexuality and Women's Studies*, and once again, becomes the first university in Canada to do so.

1.5.1 Opportunities

Broadening the name is prescient, especially as public attention to Castor Semenyé's extraordinary achievements in running raise controversy over the ambiguity of sexual designations. This next three year plan is devoted to realizing this vision. We believe that a minor in sexuality will attract as much or more growth as has gender studies (introduced in 2004) and plan to make this our top priority in curriculum development.

To meet the proposed minor expansion, initially we see rich opportunities to link up with other faculty members already teaching in the area and appoint Associate Faculty from other departments, should we find a cooperative and creative way to cross-designate their courses to mutual advantage. In particular, to further cluster around the CRC appointment of Cindy Patton, we hope our fledgling cooperation with Associates in Health Sciences over gender and health studies will grow and prosper. New opportunities on gender and the environment and renewed ones on gender and education will also be explored. These areas will improve possibilities for co-operative placements.

We also see some important opportunities in the University's recent rededication to recruiting mature students, for our department has always had some (and in the early years, many) mature students. If allowed to do so, we would try to accommodate mature students, by scheduling courses at reasonable times for students with work and family obligations, developing at least one other flexible distant education offering and design special topics courses of particular interest to mature students. As a further reinforcement of our commitment to feminist pedagogy, we will work to design assignments that draw upon mature student experience.

1.5.2. Correspondence to Vision Within FASS

FASS is committed to interdisciplinary fusion, innovation and sharing of resources and improving the quality of the student learning experience. The Women's Studies Department is already linked with faculty in seven other departments within FASS. Links are articulated through joint majors, twelve faculty associates, and mutual participation in our and other department's colloquia. We have hosted over a dozen co-sponsored invited speakers over the past three years, thanks to the RWWP Endowment, and sponsored path breaking public events on gender including .

WS embodies and practices the core values identified in the Vision for FASS (25 June 2009 draft). We encourage student to think about, engage with, and try to change their community and the world. Our two introductory and breadth-designated courses focus on Women's Issue in Canada and on western and global feminisms. Our 200-level courses cover Canadian women's history and "Women in Cross-Cultural Perspective"; and two of our regularly-offered 300-level courses are on "Immigrant Women and Transnational Migration" and "Gender and International Development." Special topics courses include, but are not limited to, "Women, Poverty and the Media," which focused on the Downtown East Side, and "Gender, Globalization, and Health in the Global South."

The Department models inclusivity and sensitivity to diversity in its faculty profile and teaches these values in all classes, because a methodological and pedagogical principle of Women's Studies is intersectionality, or the acknowledgement of the importance of race, class, age, sexual orientation, and ability in relationship to gender. Some courses, like "Race, Class, and Gender," are dedicated to the subject. We continue to seek other ways to diversify undergraduate enrollments.

See our paragraph on interdisciplinarity and multidisciplinary in Section 1.1.

2. Changes & Trends

2.1 Assessment of Likely Changes and Trends

The renaming of our Department initially requires a redesign of the 100-level blockbuster courses into three for each of the elements of our name, initially conceived of as B courses for a wide cross section of the university entitled *Thinking about Sex, Thinking about Gender and Thinking about Feminism*.

With the expected increase in enrollment, we intend to make a persuasive case for two new appointments to the administration.

Retirements will require significant adjustment. As mentioned, one faculty member who had a teaching-intensive workload has just retired under the enhanced exit program, which has deprived the Department of five regularly taught courses. The Department has received FASSCC approval of changes to the title of two of this faculty member's

courses, to permit other faculty members to teach them, and we will drop two other courses.

In the next three years, it is likely that two other senior faculty members, both of whom will be over “normal retirement age,” will also retire. Without increases in the sessional budget, which we understand is unlikely, this will halve the number of courses we can teach.

In response to cuts to the TI budget, we have asked and received FASSCC approval to remove three courses that have only been taught by sessionals in recent years.

The prospect of losing the Assistant Professor (AP4) CFL that has been the University’s contribution to the Ruth Wynn Woodward Endowed Chair—the first fully-funded endowed chair at SFU—at a time of drastically reduced income from the endowment may leave us with two options: converting the position to post-docs, reducing the term of the appointment and/ or eliminating or at least radically reducing the \$10,000 start-up funds that we have offered to each RWWP to plan major outreach events. Certainly, it would seem there is a need for a hiatus, or reduced option in the next year. But it is important to restore the financial footing as soon as possible, especially in view of the 25th anniversary. Prestigious appointments to the Chair and regional, national and even international conferences have given the WS Department contributed to the department’s stellar reputation. The loss to our public profile will be incalculable. We propose to work with the Administration to finalize the RWWP chair and further develop our already considerable outreach. We have plans currently, for high profile Aboriginal Feminist Art Installations with the current RW Woodward Chair Dana Claxton; cooperation with CIDA on gender mainstreaming for an Indonesian delegation; and two major events planned for 2010. In the Summer of 2010 we will partner with the Status of Women Canada once again for Women’s History month, and in the Fall of 2010 (October 14-16) WS will host, together with other departments in SFU, a major international conference on Women in Film entitled Women in View: Sex, Money and Media. In 2011, WS will feature the RWWP retrospective.

After a Visioning Exercise, a Retreat to prepare a Self Study for an External Review, the Self Study and External Review itself in the past academic year, the Department has committed itself to these significant changes, in order to once again put our program in the front of new developments in the field and generate new interest and enrollment in our courses.

2.2. Self Assessment

The Department’s major strengths, as identified in the Self Study and External Review conducted this year, are:

- research and teaching feminist cultural and film and now communication studies, women’s, gender and sexuality histories, women’s immigration and transnational experiences, and health, labour and social policies.

Academic weaknesses, largely as a result of the recent loss of faculty positions are as follows:

- research and teaching of women, science and technology and women and the environment. The latter loss is especially disheartening, given that WS has had courses on the environment for a decade and a half, and loses them just as the University is setting up a Faculty of Environmental Studies
- compared to most WS programs, we are light on feminist theory and feminist literary studies, though we are able to offer our students the opportunity to take designated literary courses in the English Department. One of the two requested faculty lines identifies feminist theory (and public policy studies) as a priority.

The likely loss of two senior faculty members with international reputations in European women's history and Canadian labour and social policy studies will limit our ability to teach women's history beyond Canada, which is ironic, given the University's motto about thinking globally. Our number one hiring priority will thus be policy studies.

In recent years, student enrollment, and presumably interest, has been greatest in the areas of gender studies and women and development. Any course we have been able to offer on sexualities has enrolled well. Our second priority for hiring would be someone able to develop courses on gender and sexualities.

Students in the recent Self Study told us that they seek courses that take seriously women's experiences, the gender system and sexuality, and that they value feminist pedagogy, with its focus on student participation and faculty-student interactions. We are best known, provincially, for the Ruth Wynn Woodward Chair sponsored visiting speakers series and regionally, for conferences, workshops and exhibitions put on by the incumbent RWW Professor. Our policy of offering honoraria to community activists to lecture in our courses also creates ties in relevant women's and gay communities.

Students who come into our graduate program do so because of the reputation of our program as one of the first to offer a Master's and a Doctoral degree and of our faculty members in their fields of expertise. For instance, our first PhD came to study with the faculty member with an international reputation in French women's history (and got the best job in WS in Canada before formally receiving the PhD). The next doctoral candidate to defend came from China to work with our economist and will return to a higher ranking position in the Chinese university system.

3.0 Plans for 2013

3.1 Undergraduate Program

Now that the Department has voted to change its name to Gender, Sexuality and Women's Studies and to accommodate new research in the field, we will develop a

concentration in sexuality, consolidate the curriculum, and introduce new blockbuster courses. We will introduce more flexibility for students with at least one more distant education course, explore the prospect of field summer schools in association with the proposed Sex in the City course, move some courses to other campuses (including possible FIC offerings), and work to expand the co-op program. To differentiate the GSWS degree more, we intend to introduce a 400-level capstone course.

By 2013, then, core interdisciplinary knowledge will include sexuality, consolidate the Department's strength in distinctive feminist, and gender based theory and analysis, provide a range of W& Q and field-internship experience as provided by the capstone course, and base more of the undergraduate research-based experience in partnership with community and other groups effecting social change.

3.1.2. Experience to Prepare for Future Learning and Work

The self-study review process involved a survey of undergraduates, which has affirmed the relevance of the WS degree for their career life course and personal enrichment. Our rebranding and repositioning offers us new opportunities to refine our recruitment communication, and broaden our links to community groups, department agencies and businesses. We propose to reinforce the advantage our size gives us as a "liberal arts" college experience within the larger campus, and indeed, emphasize the collegiality and community in the undergraduate and graduate experience. We will also work to communicate to our students and the external community the practical value of the degree.

3.1.3. Routes and Flexible Navigation

As noted, there have already been significant curriculum changes begun, and more to come, staged over the next three years. The goals are to broaden our appeal to a greater diversity of students, provide multiple "entry points" to our programs, deliver specialized streams of courses and to integrate courses taught by associate faculty members. These changes should assure a variety of learning experiences, organized in a clear progression.

3.2. The Graduate Program

After a hiatus in the Fall of 2009, we will reopen the graduate admissions in 2010. We will continue efforts to streamline the MA model into a 12-month completion, and develop more affiliate graduate course partners. By the end of the three years, the Graduate Chairs will review our existing programs in order to clarify goals and skill acquisition. We presently offer required methodology and feminist theory courses that already are intended to serve these goals. We will especially work to broaden the course options for the doctoral program.

Students have received support through SSHRCC masters and doctoral grants. They are assisted in applying by a departmental workshop and faculty reviews of the applications. This assistance will continue.

Another source of support has been research assistantships under the CURA, the CRC program, and the RWWP, all of which are dedicated to local and regional research. In so far as the CURA is ending and the RWWP funding from the University that permitted us to use some of the endowment funds for graduate student assistantships (if those positions fell under the RWWP mandate of outreach to the BC and Yukon) has been threatened, we will consider new methods, perhaps another collaborative research project. We will work with Corporate Advancement to seek scholarships support under the new name rubric. By 2013, it is feasible to have a funding plan for graduate students, working in concert with the Dean of Graduate Studies.

3.2.1. Defining the Outcomes

The Departmental qualitative outcomes have, for many years, been focused on fostering critical and imaginative thinking about women and gender and, more recently, sexuality. Other outcomes are fostering interdisciplinarity, intersectionality (attention not only to gender but to sexuality, race and ethnicity, disability, class, and age, among others), and respect for diversity.

We have responded to pressures to increase enrollments despite reduced resources with modest success, and propose to continue to grow in the next three years in headcount.

For many years, course assignments have included critical, imaginative and research papers in classes and collaborative research projects. We also offer four Co-op courses. Majors and minors have been involved with our research in the community (and elsewhere in the world) through research assistantships, especially those sponsored by the CURA and the CRC in the Department. Other students get RAs of varying kinds to help prepare and run the annual RWWP events. We hope that funding will be found to continue the tradition of student assistantships associated with the RWWP.

3.3. Faculty and Research

As defined by our internal needs and external demand, our two highest priorities for unfilled retired faculty and future retirements are in public policy with a specialization in feminist theory and in gender studies with a specialization in sexuality. The first is an area that we wish to grow; the second is a new area of specialization. The first would replace a faculty member who will likely retire; the second would develop a new and exciting area of research, one in which there is considerable student demand. As Dr. Leung's award of the Dean's Medal of Honour suggests, excellent research is underway in this Department, which we hope to sustain, and we will find new ways to disseminate it broadly outside of the university.

3.4. Budget Contingency

If there were to be an increase of 2 % in our total departmental budget (including continuing and temporary salaries, plus operating costs), it would only permit a very slight change, since we are a small department with a very modest budget (and indeed, we have been told our per capita operational budget is already among the lowest in the university).

Consolidation of the continued matched financing for the RW Woodward Chair will enable us to expand our community outreach and improve recruitment, public dissemination and the pivotal role of our major conference in advancing discussion in our field.

Funding for new faculty lines will allow consolidation of the core of the curriculum and the development of new teaching and research opportunities which will continue to place SFU at the forefront in the field. It will also widen the gap between this Department and others in BC.

In the near certain event of budget reductions, we will make the case we have already weathered differential cuts in a period of relative budget ease at the university level, and, despite these, succeeded in expanding enrollments and innovating in a number of ways. As a small department that has just taken another major hit in the form of losing a full-time faculty member, we do not believe that we should suffer any further cuts. We note that any reductions have more serious implications in small departments and especially in those that have already near to the bone. All we could do is look at our operating budget of \$17,386, and possibly cut the requisite \$869.30 by drastically reducing or eliminating:

- \$500 budgeted for honorariums for guest speakers (\$50/honoraria, only one per class) although this would reduce our contact with community activists;
- \$300 budgeted for Chair's meals expenses, though this will affect the department's efforts to build networks with outside community members and sustain internal SFU interdisciplinary relationships, and will eliminate the yearly luncheon for our Associate Faculty members, which is a way to keep them informed and committed to our department and to interdisciplinarity; and
- \$130.00 for Canadian Springs bottled water (which we cancelled once, to general disappointment, so resumed recently).

3.5. Communication and Public Dissemination

We will continue to use annual Advances (our term for Retreats) to plan and review changes. Generally, all faculty members, two staff members, and at least two (graduate and undergraduate) student union representatives attend these Advances. Students consult their peers and report back to them. Faculty, staff or student suggestions or dissent may be directly communicated to the Chair, the Undergraduate Chair, or the Graduate Chair. For a small department, this has worked well.

Public Dissemination will remain a core value of this Department. We plan to continue to build our website, work on recruitment, and commit to major public events regularly. If the budget permits, we would like to instate (as the past Dean of Education did) a faculty stipend for those who write op-ed pieces or publish in non-academic sources to increase the profile of the field. We will also work with Media and Public Affairs and Advancement to apprise them regularly of our achievements.

3.6. Conclusion

The next three years represent a significant turning point in renewal of Women's Studies, diversification into new teaching and research areas and opportunity for SFU to continue to assert leadership in the field of gender, sexuality and women's studies.