

**CARLETON UNIVERSITY COMMITTEE ON  
QUALITY ASSURANCE  
Cyclical Review of the graduate programs  
In Health: Science, Technology and Policy  
Executive Summary and  
Unit Response to External Reviewers' Report & Implementation Plan**

This Executive Summary and Final Assessment Report of the cyclical review of Carleton's graduate programs in Health: Science, Technology and Policy are provided pursuant to the provincial Quality Assurance Framework and Carleton's Institutional Quality Assurance Process (IQAP).

## **EXECUTIVE SUMMARY**

The graduate programs in Health: Science, Technology and Policy reside in the Department of Health Sciences, a unit administered by the Faculty of Science.

As a consequence of the review, the programs were categorized by Carleton University's Senate Quality Assurance and Planning Committee (SQAPC) as being of good quality. (Carleton's IQAP 7.2.13-7.2.14).

The External Reviewers' report offered a very positive assessment of the programs. Within the context of this positive assessment, the report nonetheless made a number of recommendations for the continuing enhancement of the programs. These recommendations were productively addressed by the Director of the Department of Health Sciences, the Dean of the Faculty of Science and the Dean of the Faculty of Graduate and Postdoctoral Affairs in a response to the External Reviewers' report and Implementation on Plan that was submitted to SQAPC on August 28<sup>th</sup>, 2022.

## **UNIT RESPONSE TO EXTERNAL REVIEWERS' REPORT & IMPLEMENTATION PLAN**

**Note: This document is forwarded to Senate, the Quality Council and posted on the Vice- Provost's external website.**

### **Introduction & General Comments**

Please include any general comments regarding the External Reviewers' Report.

*The Department of Health Sciences was pleased to receive the Reviewers' very positive External Reviewers' report on June 16<sup>th</sup>, 2021. This report was shared with our faculty and staff, and we are committed to the continual improvement of our program to enhance the student, staff, and faculty experience. This document contains both a response to the External Reviewers' Report and an Implementation Plan (Section B) which have been created in consultation with the Dean of Faculty of Science Maria DeRosa.*

For each recommendation **one** of the following responses must be selected:

**Agreed to unconditionally:** used when the unit agrees to and is able to take action on the recommendation without further consultation with any

other parties internal or external to the unit.

**Agreed to if additional resources permit:** used when the unit agrees with the recommendation, however action can only be taken if additional resources are made available. Units must describe the resources needed to implement the recommendation and provide an explanation demonstrating how they plan to obtain those resources. In these cases, discussions with the Deans will normally be required and therefore identified as an action item.

**Agreed to in principle:** used when the unit agrees with the recommendation, however action is dependent on something other than resources. Units must describe these dependencies and determine what actions, if any, will be taken.

**Not agreed to:** used when the unit does not agree with the recommendation and therefore will not be taking further action. A rationale must be provided to indicate why the unit does not agree (no action should be associated with this response).

### **Calendar Changes**

If any of the action items you intend to implement will result in calendar changes, please describe what those changes will be. To submit a formal calendar change, please do so using the Courseleaf system.

**UNIT RESPONSE AND IMPLEMENTATION PLAN**

**Programs Being Reviewed: Graduate programs in Health; Science, Technology and Policy**

**Prepared by (name/position/unit):**

External Reviewer Recommendation & Categorization	Unit Response (choose only one for each recommendation): 1- Agreed to unconditionally 2- Agreed to if additional resources permit (describe resources) 3- Agreed to in principle 4- Not agreed to Rationales are required for categories 2, 3 & 4	Action Item	Owner	Timeline	Will the action described require calendar changes? (Y or N)
<p><b>1. Recommend</b> a review of the existing learning objectives and DLE’s to ensure their strong alignment with the mission of the program and their application and assessment throughout the curriculum.</p>	<p>1.</p>	<p>Review the existing learning objectives and DLE’s to ensure their strong alignment with the mission of the program and their application and assessment throughout the curriculum.</p>	<p>Graduate curriculum committee (GCC)</p>	<p>12 months</p>	<p>N</p>
<p><b>2. Recommend</b> establishing a standing program curriculum committee to allow a more consistent oversight of program and a formal process for reviewing program-level learning outcomes assessment.</p>	<p>1.</p>	<p>Create graduate curriculum committee (GCC)</p>	<p><i>Department Chair</i></p>	<p><i>3 months</i></p>	<p>N</p>
<p><b>3. Recommend</b> streamlining the learning objectives across the degree and diploma content to create consistency in the curriculum</p>	<p>1.</p>	<p>Review the existing learning objectives for both MSc and GDip; align LOs to create consistency in the curriculum</p>	<p>GCC</p>	<p>12 months</p>	<p>N</p>

<p>4. As part of the work of the standing program committee, it is <b>recommended</b> that a clearer statement about how each of the learning objectives relate to the overall vision and philosophy of the program, how they are integrated into the overall curriculum and specifically assessed to ensure that the degree-level expectations are met.</p>	<p>1.</p>	<p>Review existing LOs, reword statements to align with the program vision. See also #1 above.</p>	<p>GCC</p>	<p>12-18 months</p>	<p>N</p>
<p>5. <b>Recommend</b> that the committee also strongly considers the relationship and importance of understanding “technology” in relation to health policy—the lack of a significant element of critical technology evaluation within the program until quite recently is a missed opportunity that should either be de-emphasized from the title of the program or strengthen in its delivery.</p>	<p>2. <i>New Faculty position</i></p>	<p><i>Budget request for 1.0 FTE new Faculty position</i>  <i>The health technology component of the HSTP program is poorly represented, partly due to the lack of health technology expertise within the unit. A new faculty hire would fill this gap. We envision that this hire could be jointly recruited with the Faculty of Engineering, Biomedical engineering in particular. In addition to strengthening our core expertise and research in the area of health technologies, this position would align extremely well with our recent joint CFI initiative to create a Tissue Engineering and Applied Materials (TEAM) hub. Development of new special topics course(s) with a focus on health technologies including health program evaluation tools and methods will complement HLTH 5350 (New Health Technologies), and also address recommendation #14 (below).</i></p>	<p>GCC/Department/ODS</p>	<p>18-24 months</p>	<p>Y</p>

<p><b>6. Recommend</b> that the final IHRP presentations occur in the large common area on the first floor to increase exposure of the HSTP program to the larger departmental audience and foster greater exposure to undergraduates who are interested in graduate education.</p>	<p>1.</p>	<p>HSTP IHRP presentations were part of the annual Health Sciences Research Day until 2020 when COVID-19 restrictions precluded us from organizing a Research Day. We will continue once COVID-19 restrictions are lifted. <i>Funding will be requested for poster boards rental and refreshments.</i></p>	<p><i>Department</i></p>	<p><i>April of each year</i></p>	<p><i>N</i></p>
<p><b>7. Recommend</b> some thought be given to establishing a program specific ‘home base’ where students in the program have opportunities for cohort-based social engagements to build program identity and cohesion.</p>	<p>1.</p>	<p>Physical space dedicated to HSTP cohorts exists (HSB1104 and HSB1105). In addition, graduate student lounge on L4 of HSB is available to HSTP students. We will add comfortable seating to this space. Health Sciences Graduate Student Society (HSGSS) has been formed in 2019 and it also represents HSTP students. We will continue to liaise with HSGSS (via HSTP coordinator) and encourage participation of HSTP students in HSGSS.</p>	<p><i>Department</i></p>	<p><i>September 2021</i></p>	<p><i>N</i></p>
<p><b>8. Recommend</b> that the HSTP faculty and senior administration discuss growth of this program and a commitment to an annual marketing initiative to attract quality applicants from other domestic and international institutions as well as working professional interested in the MSc or Type 3 GDip.</p>	<p>2. <i>Funds will be required for graduate program advertising campaigns</i></p>	<p><i>Prepare advertisement campaign and potentially a recruitment tour(s). However, completion of points 11, 13, and 15 is required before proceeding.</i></p>	<p><i>Department</i></p>	<p><i>18-24 months</i></p>	<p><i>N</i></p>
<p><b>9. Recommend</b> a dedicated Graduate Administrator; but only if the program were to experience significant growth, and if possible that the current Graduate Administrator be given this sole role to ensure program continuity.</p>	<p>2. <i>1.0 FTE administrative position</i></p>	<p><i>Budget request for 1.0 FTE administrative position</i></p>	<p><i>Department Chair/ODS</i></p>	<p><i>12-24 months</i></p>	<p><i>N</i></p>

<p><b>10. Recommend</b> that (A) all projects be brought into the umbrella of one course code (i.e., HLTH 5505), and (B) that project learning objectives be tied to consistent student assessment strategies that look at individual contributions to group projects with clear and specific criteria expected of each student. Assessing the demonstrated skills and competencies of each individual student and their intellectual contributions to project deliverables will minimize the potential that the same grade be given to multiple students despite disproportionate contributions in the final product of their IHRP.</p>	<p>(A) 1. (B) 1.</p>	<p>(A) <i>Implement calendar change</i> (B) <i>Develop assessment tools and rubrics for consistent assessment of all students (see also 12, below)</i></p>	<p>(A) <i>Graduate advisor/graduate administrator</i> (B) <i>GCC/HSTP coordinator</i></p>	<p>12 months</p>	<p>(A) Y (B) N</p>
<p><b>11. Recommend</b> that the HSTP program revisit the program mission and intended scope moving forward considering 1) the historical faculty group that crafted this course-based program in 2010 are not reflective of the current HSTP Program Committee, and 2) the advent of a research-based MSc now exists. The HSTP program should place an emphasis on a clear articulation and differentiation between the course-based HSTP and the research-based program.</p>	<p>1.</p>	<p>While CPR was in progress HLTH 5801 (Practicum Placement) was developed and implemented. Also, a number of external partners were recruited to act as group-research sites. These changes have clearly separated the HSTP program from the thesis-based program, which was also reflected in ad hoc exit interviews with 2022 graduating class. Furthermore, we will implement a practicum-based stream that will solidify the distinction between the HSTP and thesis programs (also see #15 below).</p>	<p><i>Department/ODS, GCC</i></p>	<p>12 months</p>	<p>Y</p>
<p><b>12. Recommended</b> that the HSTP program establish clear and specific criteria regarding expectations and evaluation of a student's specific intellectual contribution to the IHRP. Furthermore, these guidelines should be consistent across internal faculty and external community supervisors.</p>	<p>1.</p>	<p><i>Develop assessment tools and rubrics for consistent assessment of all students; share these with internal and external supervisors and integrate into HSTP handbook</i></p>	<p><i>GCC/HSTP coordinator</i></p>	<p>6-9 months</p>	<p>N</p>

<p><b>13. Recommend</b> that the HSTP program further consider possible alternative options in satisfying the project interests of their students. As per the recommendation to revisit the branding of their program; an alternative approach could be to offer students a choice of either the existing research (HLTH 5505) or practicum (HLTH 5801) streams.</p>	<p>2. 1.0 FTE administrative position required to coordinate and administer practicums</p>	<p>See #15 below.</p>	<p>Department Chair/ODS/GCC</p>	<p>12-24 months</p>	<p>Y</p>
<p><b>14. Recommend</b> a review of elective curriculum that complement the HSTP program and solidify the annual availability to students, particularly during the Summer term.</p>	<p>1. or 2. (Contract Instructors/faculty salaries for summer courses)</p>	<p>Review existing course offerings; reach out to uOttawa to examine existence of suitable course offerings; consider development of new courses (see also #5 above)</p>	<p>GCC</p>	<p>12-24 months</p>	<p>Y</p>
<p><b>15. Recommend</b> the HSTP program committee consider the different needs from the eclectic mix of student learners. A choice for students between a research or practicum stream IHRP could address their varying educational and vocational desires.</p>	<p>1 3 Outcome of the retreat will determine the direction of change</p>	<p>Since the time of CPR, practicum placements were developed as part of HSTP course electives (HLTH 5801). This practicum supports students in gaining relevant and practical experience through applying course learning at approved organizations. Students are responsible for arranging the placement with an external partner where the practicum will be held, preparing a learning contract, and completing a field-based project deliverable (agreed upon by student, external partner, and the HSTP coordinator). Additionally, the department has established relationships with some external partners and the HSTP coordinator will share practicum opportunities with students. The GCC is in the process of drafting a recommendation to create a practicum-only</p>	<p>Department Chair/ODS/GCC</p>	<p>12 months</p>	<p>Y</p>

		<i>stream option. Following the Departmental vote, changes to the calendar will be implemented.</i>			
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